

Airport Experience Working Group

Report and Direction

No one comes to Aspen to visit the airport, but let's make sure that the airport isn't the reason they don't come back.

Preamble

The Airport Experience Working Group (AEWG) is made up of 15 community members who met over the course of eight months to determine if the existing airport experience fits the needs of the community at large and determine what improvements are needed for the future.

The AEWG worked under the premise that the existing airport passenger service (number of carriers, direct flight destinations, and passenger volume) fits the needs of the community and should be maintained to allow for diversity and vitality.

The AEWG strongly supports the environmental direction of the Community Character Working Group of a minimum 30% reduction in aircraft emissions. The group acknowledged that 0.8% growth is expected and should be planned for, but not immediately built to. Our goal is to maintain the current level of air passenger service and prepare for the future growth.

The AEWG felt the work the Focus Group did with transportation to and from the airport is comprehensive and should be incorporated into the overall vision to enhance the airport experience.

The AEWG framed our recommendations in alignment with the guiding principles the Character Community Working Group articulated in their report.

What Should a Warm, Welcoming and Comfortable Terminal Look Like?

1) How could it best "fit" the community?

- a) Reflect the Local Culture and Values: *The AEWG kept the local culture and values top of mind when making recommendations regarding the guest experience. The first sense of arrival is exiting the aircraft, and although the group recommended that exiting the aircraft is via jet bridge, the group would like the jet bridges designed to allow for fresh air and views. The group also would like the terminal to fit with Aspen/Pitkin County Airport Design Guidelines (Meeting #3 PowerPoint) in scale while accommodating the capacity and guest experience recommendations listed above.*
- b) Environmental Responsibility: *The AEWG supports the incorporation of the highest levels of environmental stewardship in the design and materials of the terminal and support facilities. The AEWG voted that the design aesthetics align with the Aspen/Pitkin County Airport Design Guidelines as referenced in Meeting #3 PowerPoint.*
- c) Economic Vitality: *The AEWG supports the Community Character Working Group's goals on economic vitality. Maintaining existing levels of passenger service while building in the flexibility for a possible 0.8% growth provides a healthy level of access and competition between carriers.*
- d) Design Excellence: *The AEWG acknowledges it does not have the design expertise to guide the process and would like to give the designers flexibility and creative options. AEWG would like to*

see several options produced for the various working groups and community at large to critique. While the terminal ultimately can't be designed by committee, the aesthetic can be guided through an iterative process. AEWG also recommends the design aesthetics align with the Aspen/Pitkin County Airport Design Guidelines as referenced in Meeting #3 PowerPoint.

- e) *Responsibility to Preserve Our High Quality of Life: The AEWG believes the recommendations it has submitted will balance the requirements of the Community Character Working Group in the best possible manner. These recommendations allow us to maintain our existing level of air service, plan for small growth increases, implement the highest environmental standards and provide the best guest experience.*
- 2) What are the terminal and landside options?
- a) *Adaptable and Flexible for the Future: The AEWG agreed that the existing conditions of the terminal are not a good fit for the community from a guest or employee perspective. The terminal does not meet the space requirements for the current level of air service and passenger flow, does not meet the basic needs of the employees and does not work well with the current level of security screening and passenger segregation required by the TSA.*
- b) *The AEWG felt that the existing eight gates need to be maintained into the initial design of the terminal to service a similar level of passenger traffic. Currently, there are 8 airplane parking positions and 7 doors to access the airplanes. The AEWG would like to design flexibility into this layout that allows for planned expansion as needed. Please note there was one no vote on this motion and a minority opinion report (preferring 7 gates) was submitted.*
- c) *The AEWG felt that two baggage claim carousels met the expectations of disembarking passengers. Currently there are 2 baggage carousels. Each carousel can be used by more than one flight, meeting the requirements of multiple incoming flights at the same time.*
- d) *The AEWG deferred to airport planning professionals to determine the overall size of the terminal based on existing passenger traffic and 0.8% future growth. The functionality should include adequate space for security, sterile space, ticketing, luggage holding rooms, concessions, customer amenities, circulation and overflow space, employee working space, break rooms, training facilities and pet relief areas. The AEWG voted that the design should incorporate best practices worldwide for employee accommodation and operational efficiency.*
- e) *The AEWG acknowledges that the terminal layout should be left to professional airport planners with input from the recommendations made above. The AEWG voted to endorse a typical passenger terminal layout with added comments and additions as indicated on the attached graphic layout.*
- f) *The AEWG specifically voted for the flexibility to add stories that keep within the Aspen character to support appropriate massing while taking into consideration topography and phasing. The goal is to accomplish the functionality requirements in a smaller footprint.*
- g) *The AEWG voted for "open air" jet bridges vs loading from the tarmac with the caveat that the design is modified for the ability to open to fresh air and a visual experience of mountains possibly achieved with windows (please note a minority opinion was filed regarding jet bridges vs loading from the tarmac {see addendum D}).*

- h) *The AEWG voted that car rental concessionaires be placed adjacent to the baggage claim carousels. Additionally, a welcome booth, concierge or information desk should be placed where visible and accessible.*

Areas of Consideration Beyond the Scope of the AEWG Directive

Transportation to and from the airport is critical to the guest experience but out of the scope of this work groups area of focus. The Focus Group did an excellent job of outlining options some included in this document's recommendations. A centralized hub within a contained building for drop off, pickup, ride sharing and easy access to RFTA would help limit traffic on Highway 82.

The AEWG would like to see a convenient area for cabbies, bus drivers, hotel shuttle drivers and ride share drivers to congregate, use restrooms and enjoy a meal. Fundamental to the guest experience is an enthusiastic and engaged workforce and steps to make the workplace enjoyable contribute to the guest experience.

The AEWG recommends a pet relief area be incorporated in the terminal design.

The AEWG recommends that consideration be given to an airline club area or lounge that is operated by the airport.

New cutting-edge information was presented in the Aspen Institute's Seminar "The Future of Aviation in a Carbon Constrained World." This seminar showcased a series of presentations by experts in aircraft development, environmental efficiency and future design parameters. Much of the information was completely new to members of this working group, including advances in electric aircraft, biofuels, route selection and scheduling, composite materials and advanced aircraft design. The information reinforced how fast the aviation industry is moving forward. While these new technologies will not affect the design of the new terminal's footprint, these advances should be considered when the overall vision of the future airport is approved.

Motions*

**Motions were arrived at and voted on by the AEWG through discussing the overall values of the community, planning direction, and success factors.*

- Eight gates with planned expansion as-needed in the design.
- Support additional stories that keep within the Aspen character to support appropriate massing taking into consideration topography and phasing.
- Design should incorporate best practices worldwide for employee accommodation and operational efficiency.
- Rental housing dedicated to Airport Workforce Employees should be incorporated into this process.
- Go with jet bridge vs. tarmac with caveat of modification to design for open air/fresh air and visual experience with views or mountains, maybe with glass.
- Two baggage carousels with possibilities of expansion.
- Rental car counters are adjacent to baggage claim area.

December 4, 2019

- Design aesthetics align with the Aspen/Pitkin County Airport Design Guidelines as referenced in Meeting #3 PPT
- Endorse Typical Passenger Terminal Layout with added comments and additions as indicated on the Layout graphic.

Recommendations

- Need an overflow area for luggage that meets safety and TSA requirements
- Must have a welcome booth more visible area in baggage claim
- Airport should be planned to support multimodal forms of transportation in the future
- Hotel shuttles/taxis/rideshare all share the same facility (easily visible islands for all options)
- Expand curbside check-in for all airlines
- For safety, have clear sidewalks with either shelter/overhang or with geothermal design
- RFTA airport-specific bus that picks people up and drops them off at Ruby Park and Brush Creek.
- More taxis. A lot of times you wait for the taxi to come back to leave the airport.
- Should be thinking into the future with autonomous vehicles. If you have plentiful parking, people will use it. If you limit parking and make it premium, then only those who need it will use it. Value hunters will find other options such as RFTA.
- Need to consider older demographic and carrying bags long distance.
- Enhance short-term, employee, etc. parking. Long-term should be found somewhere else and public transit can be stressed.
- Have a discussion on Commercial vs. GA users and how the airport can be built.
- Terminal layout: seems like a lot of space is being taken up for airport staff offices, etc. Can we make it three floors or put the offices in a lower level? Note how important natural light is for employees in offices.
- Develop ASE Airport App.
- Automated kiosk as much as possible.
- Private lounge, which is an expensive space, but all airlines have stated that they would like to have this space.
 - **Idea:** a lounge run by Aspen (not airlines) and County/Airport keeps any profits.
- Figure out how concessions can make a profit
- Recomposure area (post security screening check point)

December 4, 2019

ADDENDUM A MEETING SUMMARY

Group Meeting Summaries:

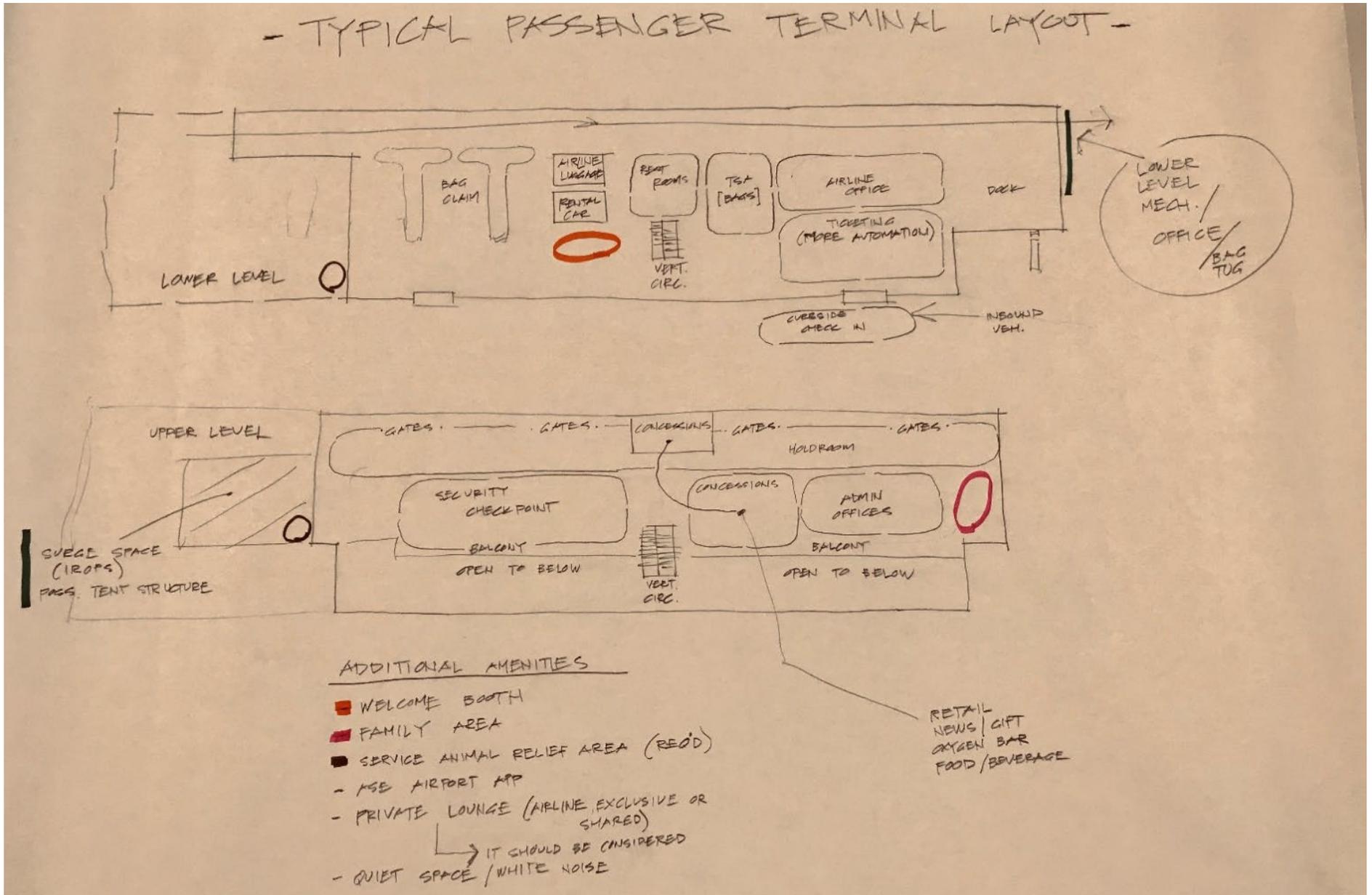
Meeting 1, September 24, 2019: *This meeting discussed existing conditions and the goals for this workgroup. Several studies were presented on gate turn information, 2018 EA and Record of Decision, FAA Airport Terminal Planning Advisory Circular and terminal planning guidance. Deliverables to the Airport Vision Committee include terminal building priorities, customer amenities, sustainability measures and architectural and aesthetic guidelines.*

Meeting 2, October 2, 2019: *Rules for voting were discussed and the group voted on how many gates (please note a minority opinion was filed regarding the number of gates {see addendum D}), terminal sizing, and back of house space requirements. The AEWG also asked that employee housing be included in the larger discussion.*

Meeting 3, October 21, 2019: *The focus of this meeting was on describing the functional components of the terminal areas and aligning the recommendations with the recommendations of the Community Character Working Group. At this meeting, it was decided that jet bridges were a better option than accessing aircraft from the tarmac, with safety the predominant concern. We agreed that 2 baggage claim carousels would be able to service the anticipated requirements of passengers. Finally, rental cars, a visible welcome booth and easy access to ground transportation options should all be located within the same area. We agreed that as a group we do not have the expertise to create a design aesthetic, but we would defer to professionals to provide several options for review. We focused on the Community Character guideline that adaptability and flexibility should be fundamental to the design.*

Meeting 4, October 30, 2019: *After diving deeper into the site and terminal planning, the group voted to approve the Terminal Layout Graphic. This graphic is addendum B. During the November 6th meeting the group asked to have the graphic simplified and cleaned up. This graphic is addendum C. Airfield and Highway 82 setbacks determine where a building can be located. The group understands the options for the terminal location are limited by these constraints. The group requested again that several options be developed by professional airport planners in conjunction with architects and designers. A committee could then review and chose or blend characteristics into a final design and building plan.*

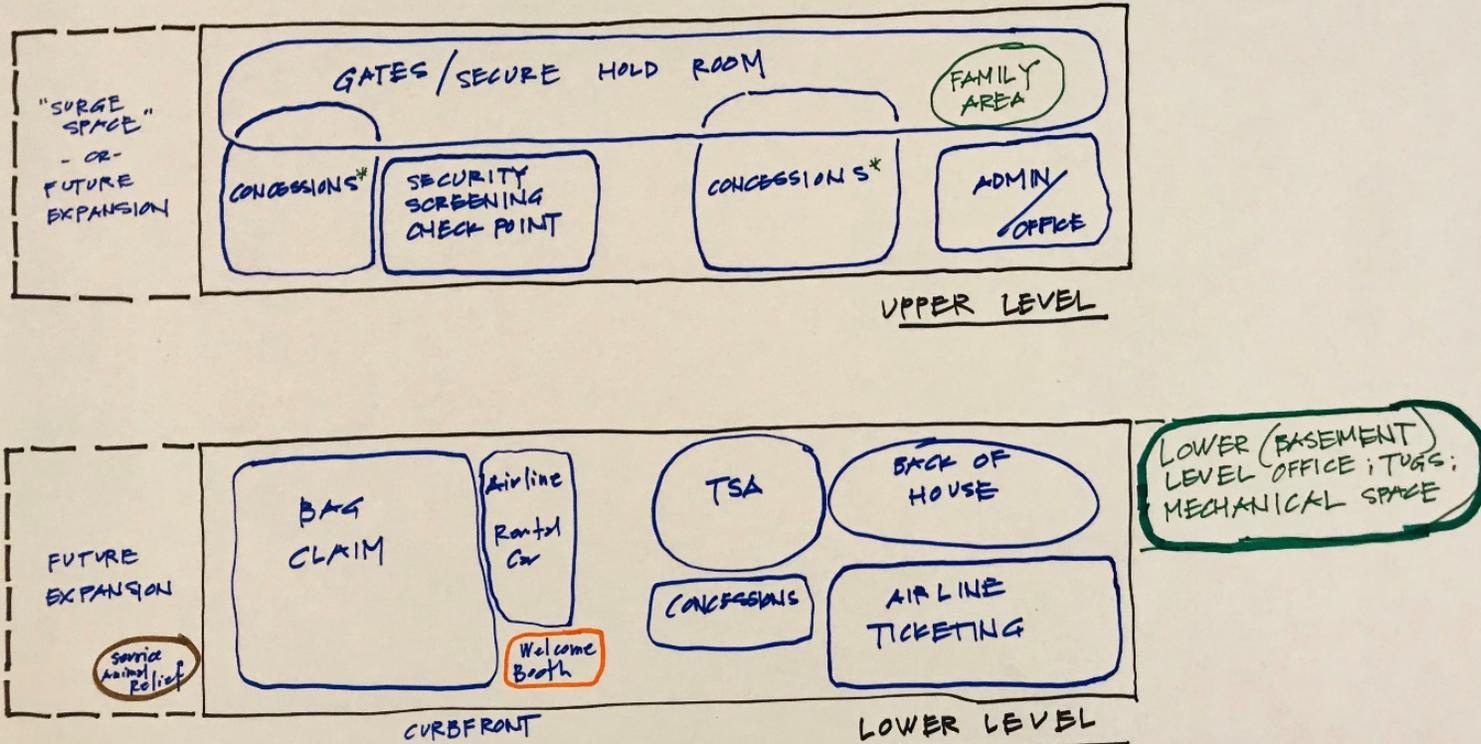
ADDENDUM B TERMINAL LAYOUT (AS VOTED):



ADDENDUM C TERMINAL LAYOUT (SIMPLIFIED):

ASE VISION PROCESS
 AIRPORT EXPERIENCE GROUP
 10.30.19

- TYPICAL PASSENGER TERMINAL LAYOUT -



- ADDITIONAL AMENITIES:
- ASE AIRPORT APP
 - PRIVATE LOUNGE (CONSIDER IT)
 - QUIET SPACE
- * CONCESSIONS: Retail; News; Gift; Food & Beverage

← INBOUND ROADWAY

ADDENDUM D MINORITY REPORTS

Mr Brian Pettet, Facilitator for the Experience Committee of the Aspen Airport working process

November 3, 2019—sent by e-mail—original available in hard copy if requested.

Dear Brian,

I am writing to you in my capacity as a member of The Experience Committee (Committee) of the Aspen Airport working process, and to you as our facilitator. It is my desire that the below memorandum be forwarded to the Vision Committee as a Minority Report of the Committee. I understand that you agree to so forward it after seeing if any other Members of the Committee may wish to sign on to it. I welcome any additional signatures. I am also very willing to appear, if requested, at a Vision Committee meeting to offer an oral presentation and to answer questions.

As you will recall during the meeting of the Committee, held on October 2, 2019, the question was posed to the Committee of what might be the appropriate number of Gates for the airport terminal, should the airport be redeveloped. The Committee was asked to discuss this question and to vote on it.

After limited discussion I made a motion to put the number of Gates at 7. This motion was seconded and discussion ensued. I add here, as I did in discussion at the meeting, that at a previous meeting of the Committee, held on September 24, 2019, a consensus then was for this number with a possible addition of an 8th. Essentially what the current airport terminal affords. I note here, and I did not mention this at the meeting as a matter of respect for my fellow Committee Members, that between the two meetings the Members present changed.

During the discussion of my motion it became clear that a strong majority of those present favored more Gates and with unlimited future possible expansion. I appreciate that unlimited isn't likely what they meant but that is what the motion that was voted on says as it places no ceiling on the number of possible Gates.

In the Committee discussion of both my Motion and the later Motion I explained, as clearly as I could, that I could not vote for any larger number of Gates. I couldn't vote for them unless I understood what the design issues were in sizing a new terminal with more than the 7 Gates, and a dormant unused 8th (what we have now). That I couldn't vote without the additional design and built coverage details for all of the external needs of growth for parking planes, tarmac access, support services, and off premises transportation, which every Gate more than 7 would necessitate. Essentially, I felt that without understanding all of the design and built environment coverage issues inside and out I/We, as Committee members, couldn't form an opinion and thus we would be voting on emotion alone and not on fact. I also suggested that the limited growth plan we were to assume from prior meetings suggested that 7 would be fine. Finally I added that without all of the costs associated with an 8 or more Gates growth plan it was folly to act as if we had no interest in costs.

My motion was defeated with my voting Aye, and possibly one other person but I am not sure, the minutes will answer this question.

A second motion was made for 8 Gates and room for more for growth, I believe the motion mentioned essentially building for unlimited growth as it placed no ceiling on the number. During discussion of this motion I again raised the fact that we had no information on what an 8 Gate growth and future growth plan would require for the size of a terminal and exterior support for such a number of Gates and thus I couldn't vote for it. This motion was carried with only my Nay vote.

I asked the facilitator and resources if they had the information I sought, and if so would they please enter it into the discussions. They advised it was not germane and that the Vision Committee was asking the Committee for its opinion without any of this information being needed.

I then asked the Committee to understand that I would leave the Meeting as the next questions now assumed a terminal size and design and an airfield to support it which I had no way of comprehending or forming an opinion on. Essentially that without facts all we would be doing was star gazing and I could not do that in good conscience.

Finally, I asked our facilitators to confirm for the Committee that essentially every recommendation our Committee would make to the Vision Committee from here on rested on how many Gates our Committee advised it was correct sizing and that our Committee's vote on the number of Gates was thus, in my opinion, the most critical vote we would ever take as a Committee. I asked the Committee to reconsider as we didn't have the information needed to make such a critical decision and to hold off on a recommendation until we had it. All members of the Committee decided to proceed without it. Our facilitator did attempt to make the Committee aware of how critical this vote was to all of our further deliberations during the remainder of our existence, however, I have no idea whether my fellow Committee members heard him attempt to do so, or, considered this excellent advice after I left.

I believe it would be best if the Committee was given all of the information to understand the above design and coverage issues needed along with a strong sentiment from the Vision Committee on its view of the number of Gates for a limited growth development plan. Also that the Committee be asked to rescind its recent votes on the number of Gates and reconsider the whole question and after doing so any other votes it may have taken that would be affected by its reconsideration.

I now add a second Minority report. During a meeting of the Committee on October 21st, which I was unable to attend due to a meeting I had scheduled before I was advised of this meeting and which I couldn't change, a vote was taken on jetways. The vote was 5-1 for jetways. I would like to record my vote as opposed to jetways, so the tally is 5-2. I add that I see no need for the expense of jetways. I also enjoy walking to and from the planes and the experience of the mountains and views it offers. Having walked to more than 350 flights in and out of the airport I can report never having been in the least inconvenienced by not having jetways.

I respectfully submit both of these Minority reports to the Committee members and to the Vision Committee.

James E. Hughes, Jr.

ASE Vision

To: ASE Vision Community Participants
From: John Bennett, Meg Haynes and Jackie Francis
Date: September 30, 2019
Re: Community Character Working Group Recommendation and Success Factors

The ASE Vision Committee tasked the Community Character Working Group to answer the question *what is the big-picture role of the Airport in our community* and provide a “lens” for each working group to consider in developing their recommendation.

The following document details the Community Character Working Group’s (CCWG) narrative, success factors, recommendation and conclusion. The document was written by the CCWG and unanimously approved by all members present at the September 24th meeting.

At our October 2nd meeting, the CCWG will share their conclusions to all members from 4PM-5PM. The group has requested to share the information in advance of their presentation so they may answer any clarifying questions. We encourage all ASE Vision members to review the document and consider their recommendations as you work towards your recommendations.

Within the document, the group has identified the working groups that best match the success factors. For Example:

T= Technical Working Group

E = Experience Working Group

F = Focus Group

We would like to thank all the members of the Community Character Working Group for their time, commitment and valuable discussion to ensuring our community character.

ASE Vision
Community Character Work Group
Narrative, Success Factors and Recommendations
Approved 09.24.19

NARRATIVE

The charge of the Community Character committee is to balance and incorporate the character of the valley while accommodating the future needs and safety of the airport. Our community has *created citizen-generated*, character-based plans since 1993. These plans represent abundant evidence of what citizen creativity, concern for our future, genuine soul searching, honest communication and collaboration can produce.

When any citizen generated plan is based on the maintenance and enhancement of the unique character of a place, it takes the work, thinking and cooperation of people who have connected with a place, who love a place, who love it enough to honestly grapple with the challenges. It calls for a look deep inside ourselves in order to protect what we know is vitally important. It would be shameful to do less.

A quote from the 1993 *character-based community-driven Aspen Area Community Plan* stands out for the CC“ ...to *build* character and a sense of community is far more difficult than to *erode* it.”

We are all aware that this place we call home is different, is quirky--its underlying character grabbed each of us and refused to let go. It is the details of what makes a place unique that we are now trying to recognize, honor and build upon. How does it appeal to our senses?

When people feel richly connected to the places where they live, work and play, they will invest more of themselves in those places. They will participate in civic life, engage in the issues that shape the future. The connection of people to a place- again to the land itself, to the cultures people have created there and of the buildings people have built there--is a form of social capital, perhaps the single most important factor in whether a real community exists in a place. (placesconsulting.org)

The 2000 AAMP states “recommendations on Economic Sustainability that endeavor to make our community *better without getting bigger*.” We rely on economic harvests of character, vibrant culture and active lifestyle, clean air, quiet (as compared to the rest of the world), open lands, and preserved history.

Bluntly, we make money on our unique character and environment--people pay to come here to enjoy it and bask in it. Maintaining character makes money as well as improving our quality of life. It is also conducive to both our physical and mental health. It's profitable to protect the goose that provides these golden eggs.

What's good for the community is what's good for the airport. It's a community airport.

ASE Vision Consensus Principles / Continua votes

- Target for Overall Airport Emissions: Reduce overall airport emissions (aircraft & facilities) by 30%. Additional request: add particulate and VOCs to “airport emissions”
- Target for Airport Noise Intensity: Reduce noise levels by 30%

- Airport Commercial Enplanement: Accommodate limited growth (target of 0.8%)

ASE COMMUNITY CHARACTER SUCCESS FACTORS

(T=Technical Group, E=Experience Group, F=Focus Group)

Safety in the Air and on the Ground:

- T Prioritize investments in policies, procedures and technology that minimize the risk of crashes, accidents, and hazardous materials spills.
- T Enhance the requirements for pilots flying into ASE Airport.
- T Develop a potential airspace zone
- T Maintain equal safety and security perimeter for commercial and GA operations (i.e. private vehicles on the tarmac.
- T Require that GA aircraft and pilots-for-hire adhere to the same safety and security requirements as commercial aircraft and are certified on US standards, not international.

Airside Community Character:

- T Encourage use of next generation regional aircraft (i.e. passenger capacity / 76 passengers / compliant with scope clause) as close as possible to those we have now that are more consistent with community character
- T Avoid the unintended consequences of a new class of general aviation aircraft

Adaptable and Flexible for the Present and Future:

- E Phase terminal construction based on community need (leaving room for additional expansion down the road if needed).
- ET Allow terminal to feel “right-sized” at peak travel times but also not cavernous during slower periods.
- ET Design infrastructure for a carbon net-zero future (in all areas, with terminal and aircraft operations ready for electrification).
- ET Design any plane-to-terminal transition to convey arrival the in our mountain community

Environmental Responsibility

- T Complete baseline emissions study, including particulates and VOCs and establish 30% (at minimum) reductions from those baseline emissions. Implement local monitoring for GHG, VOCs and particulates tied to airport operations.
- T Identify targets for both health impacts and also quality of life impacts (i.e. odors from emissions may be a lower threshold than the health impacts of emissions, but both are essential to our community character).
- T Incentivize and accommodate aviation innovation (clean emissions). Fully explore policies, local, state and federal to mitigate impacts (i.e. idling).
- T Reduce APU usage (electrical hook-ups and no idling similar to town idling ordinance)
- TEF Make environmental responsibility part of the airport culture for both commercial operations and passengers as well as GA. This should be in the airport’s mission statement.
- TEF Work with local partners to stay on the leading edge of environmentalism and sustainability.

TE Explore physical mitigation techniques (i.e. berms).

Reflect the Local Culture and Values

- E Act as a portal to the Aspen/Snowmass/Roaring Fork Valley experience. Help guests quickly orient themselves to our community's pace, character, and values, cleansing them of whatever tensions and hurried expectations they may have arrived with. Display what the Aspen community is.
- F Improve and prioritize the accessibility and convenience of public transportation. Prioritize public/high volume transportation over private/low- or single-occupancy transportation.
- F Prioritize public transport (aviation and ground) as a "first-choice" solution for all users.
- E Sponsor exhibits, not ads to reflect a cultural experience. Sell character. Commercial experience should be local and low key.
- T Create models (scenarios) to test consequences of design options on the current character of the airport and surrounding areas (i.e., in any attempt to minimize large-jet GA impacts, make sure local small GA pilots can still function. E.g., The runway re-design moved the runway 1000' closer to buttermilk and created increased noise, air pollution and safety concerns
- T Require FBOs to convey community character values and culture in the same way as at the commercial terminal.
- TEF Reference Appendix 19 VII Airport policy goals from 2012 AACP (attached).

Economic Vitality

- TE Take steps to ensure **affordable** flights for locals who currently represent 28% of enplanements.
- E The terminal should be initially big enough to support the current economy of the valley and flexible enough to accommodate the 0.8% growth.
- TEF Airport should match the economic growth of the Valley and not be a driver of the economy.
- EF Decouple airport business model from Rental Car revenues.

Design Excellence

- E Build terminal spaces that can handle peak capacity but not feel built for peak capacity.
- E The terminal represents the area's history.
- E Create spaces that are peaceful with appealing dwell time.
- E Make an iconic/innovative building, a local landmark that will be recognized immediately as "Aspen's airport;" unique and reflective of a town that has hosted internationally renowned design conferences.
- E Locally source programming, food, engagement, education from local institutions.
- E Design around the arts and culture that we want in the terminal, not how to fit the exhibits within the terminal.
- E Integrate technology, but don't over accommodate it.
- E Design a terminal that accommodates all levels of mobility.

Efficiency – an airport that works well

- T Decrease General Aviation operations.

- T Reduce impact of GA operations (i.e. limit excessive use of aircraft APUs / more parking and less idling / and passenger drop off and leave due to lack of parking).
- T Slot/reservation by plane registration (not owner or LLC).
- T By improving efficiency of commercial (over which we have more control) may have unintended consequence of increasing GA (over which we have less control).
- T Must file flight plan (GA) prior to flying.

Responsibility to preserve the high quality of life

- TEF The 2000 AAMP states “endeavor to make our community better without getting bigger.” We rely on economic harvests of character, clean air, serenity, open lands, preserved history.
- T Maintain and strictly enforce the current curfew

Convenient, Reliable and Frequent Ground Transportation

- F After prioritizing all public transit options, recognize that transit will not meet all the needs; many passengers will continue to arrive at the Airport from by car. Provide sufficient parking to accommodate the forecasted growth [0.8%] of airport users.
- F As a goal for all transportation initiatives, reduce overall number of vehicle trips to and from the airport
- F Increase signage/wayfinding of the transportation options to and from airport
- F Improve convenience and reliability for luggage transfer and delivery to hotel/end destination
- F Leverage the opportunity to change the interface between Airport and Highway 82
- F Strong partnership with EOTC and RFTA

CONCLUSION

The Character Committee of the ASE strongly recommends that character considerations and the consequences of any decisions are thoroughly vetted to provide thresholds for the final product. We further recommend that the entire airport planning process use Character Committee recommendations as a first, and then as a final filter.

It is the responsibility of every ASE Vision committee to develop a plan

- which is "value based, data driven."
- which respects our citizen-based founding documents adopted since 1993
- which are not only character-based but also character-protective

RECOMMENDATIONS

The CCC unanimously agrees that the terminal improvements are urgently needed at the airport. The group is comfortable moving forward with a new terminal, using the success factors as a guide. However, each group should also consider unintended consequences that may result from their recommendations and impacts such actions-may have to our community values.

On the question of airside improvements, the group has felt hampered by the absence of baseline data within areas of community concern. These include current conditions for air quality, noise levels, and

vehicle trips to and from the airport that are generated by both commercial and GA air service. Trying to predict the impacts of airside improvements—both positive and negative—without knowing where we are today devolves into speculation guided more by bias than fact. For those reasons, the group recommends the following approach:

- Prioritize terminal planning.
- Fast-track data collection to create a baseline understanding of community impacts of current airport configuration for air quality, local emissions, noise levels, vehicle trips, light pollution.
- Proceed with airside improvements only after the community has determined a baseline (to include air quality, local emissions, noise levels, vehicle trips), discussed their impacts, both positive and negative, and confirm targets.

ADDENDUM

Community Character Working Group addendum forthcoming.

**APPENDIX A: Section VII of 2012 Aspen Area Community Plan
Airport Policies**

2012 Aspen Area Community Plan

Transportation Policies

Policy Categories

VII. AIRPORT POLICIES

VII.1. Strengthen the Airport’s role in the valley-wide regional transportation system.

Collaborative Initiative

VII.2. Increase the quality and availability of information on travel options.

Collaborative Initiative

VII.3. Improve the efficiency and reliability of Airport services while reducing environmental impacts.

Work Program for Airport

VII.4. Improve the overall quality of the airport experience in a manner that is consistent with our community character.

Work Program for Airport

VII.5. Reduce the negative impacts of Airport operations on the surrounding area.

Work Program for Airport

VII.6. Improve the convenience, efficiency and environmental impacts of ground transportation options available at the Airport.

Work Program for Airport

VIII. FUNDING

VIII.1. Increase funding for public transit so that service is consistent and reliable with a preference for stable and sustainable revenue sources.

Collaborative Initiative

IX. DATA GATHERING

IX.1. Ensure that enough clear and understandable data is gathered and compiled for the purpose of well-informed public decision-making.

Data Needs

IX.2. Quantify user groups of the transportation network to better customize TDM strategies.

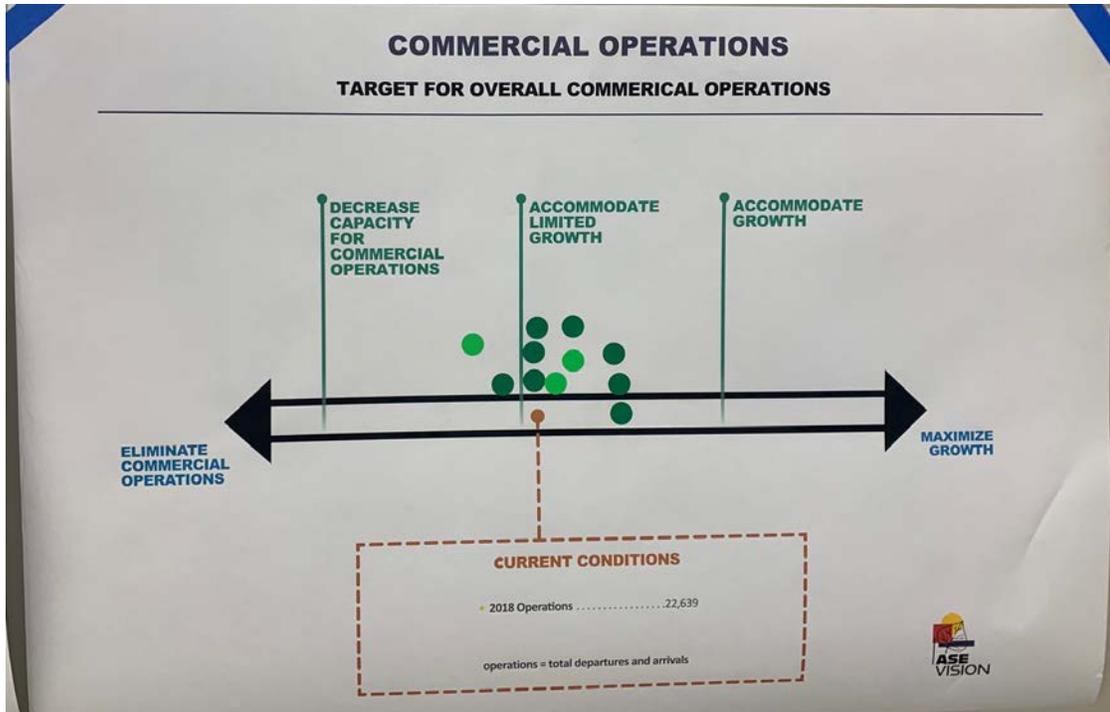
Data Needs

APPENDIX B: CONTINUA EXERCISES

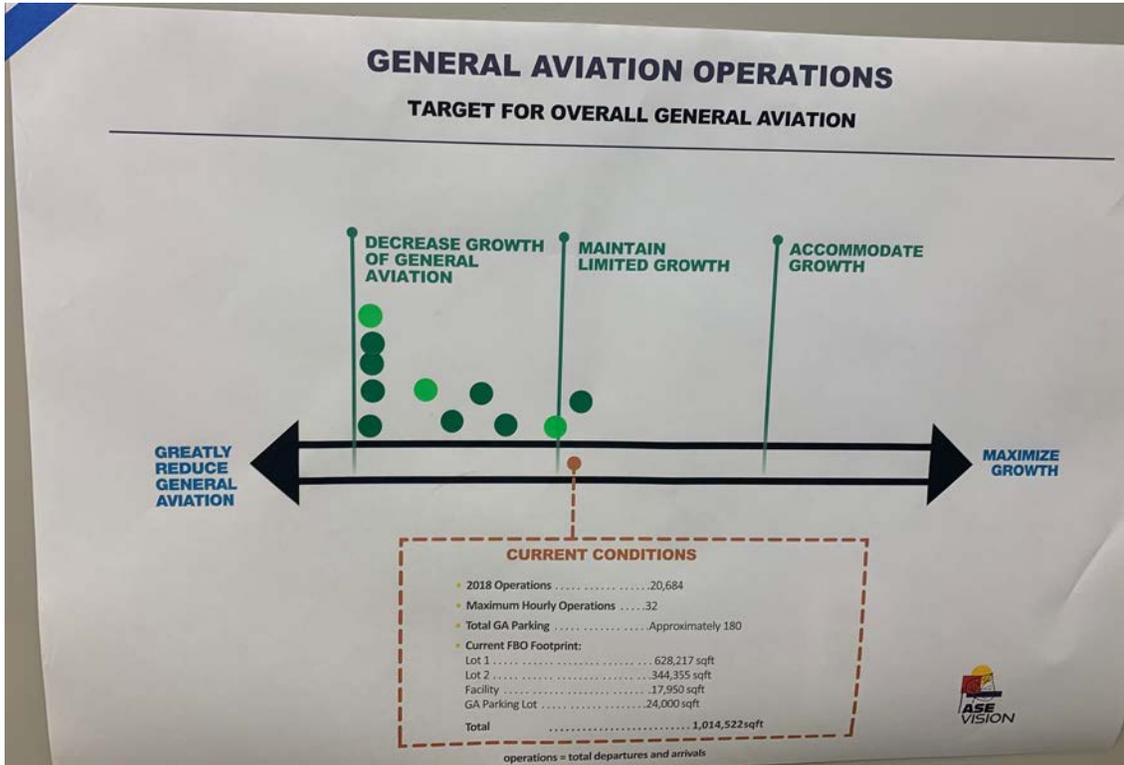
1. Total Operations



2. Commercial Operations – Use this one



3. GA Operations – Use this one

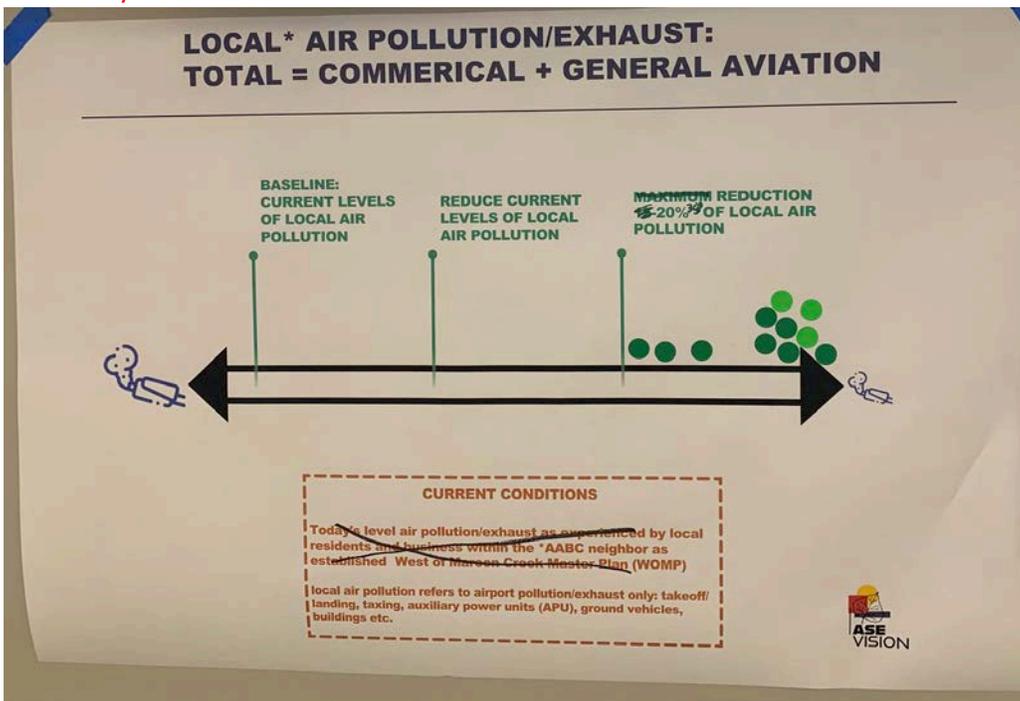


The GA and Commercial separated are much more important than the Total operations

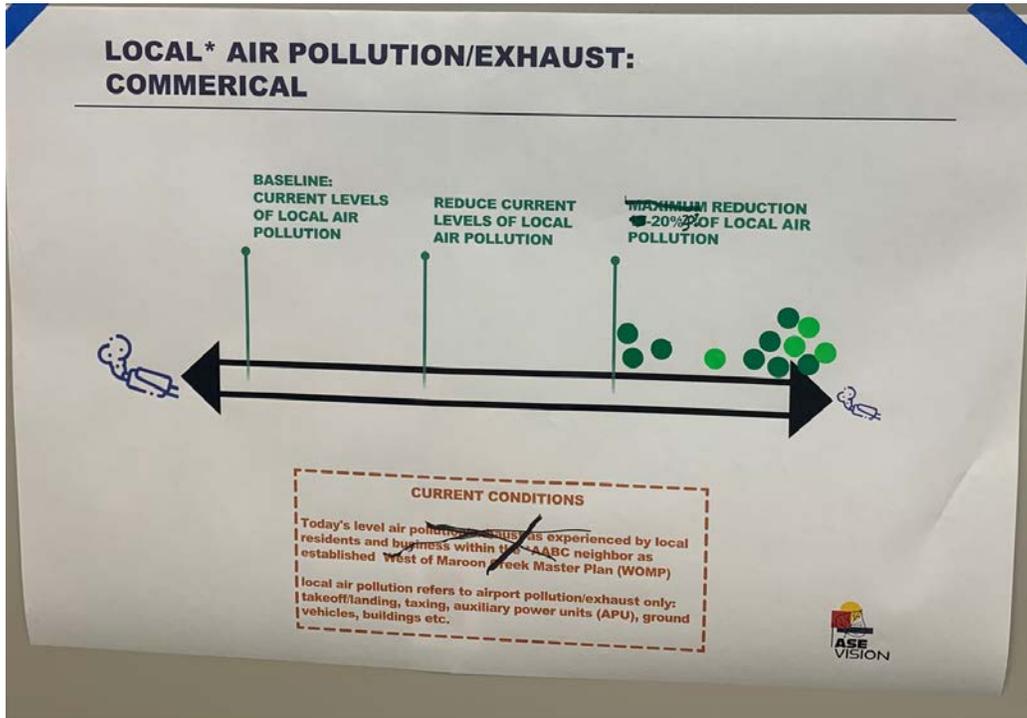
4. Total Local Pollution/Exhaust

Group agreed no specific definition of "local"

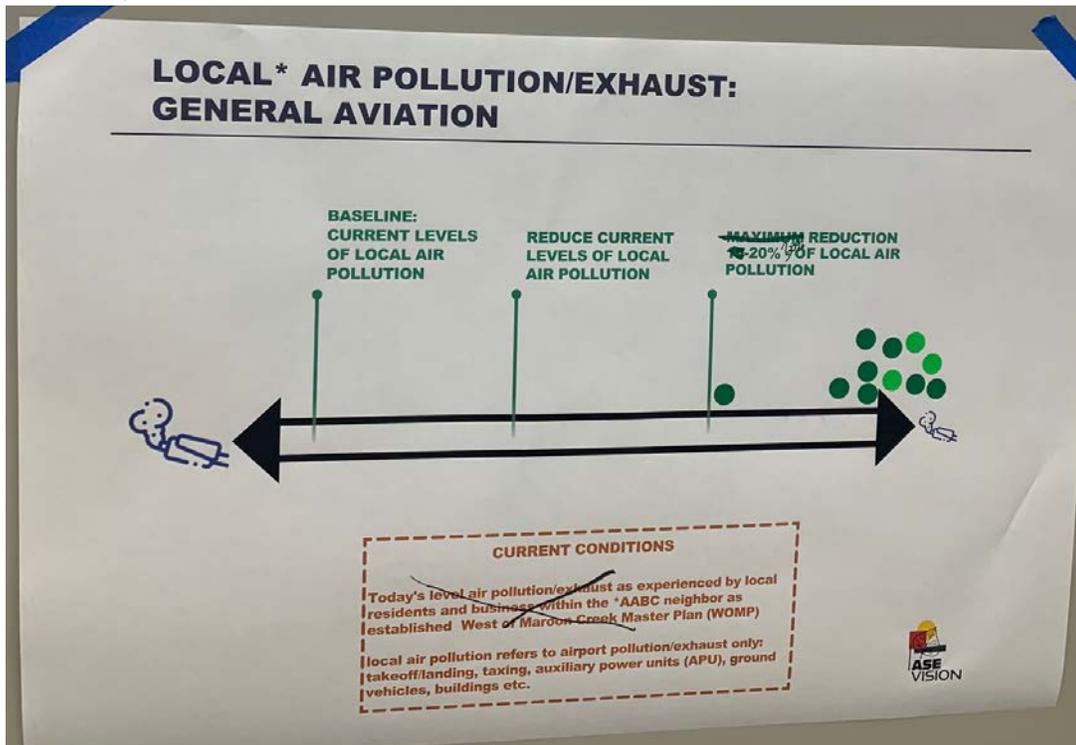
Should say at least 30% reduction – strive for more



- 5. Commercial Local Pollution/Exhaust
Should say at least 30% reduction – strive for more



- 6. GA Local Pollution/Exhaust
Should say at least 30% reduction – strive for more



Report on Airport Connectivity and Mobility

December 5, 2019



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Preamble to the ASE Vision Process:

Focus Group **Building Today for Tomorrow's Future**

Introduction

In February of 2019, the ASE Vision Kick-Off meeting was held at the Aspen Meadows Doerr-Hosier Center. This was the first gathering of all Board of County Commissioners (BOCC) appointed members serving as a formal public body in an advisory capacity. The Airport Advisory Groups consist of individuals from various neighborhoods, businesses, civic interests and other engaged individual community members.

The ASE Vision process was established to help advise the BOCC on determining how the Aspen/Pitkin County Airport should be modernized to accommodate the community's air service needs and keep up with changes in the air service industry and reflect the character and values of the community.

The Focus Group, made up of [49 community representatives out of the 123 formally appointed](#), was one of four working groups formed to report out to the overarching Vision Committee. The Focus Group played an important role in refining concepts and helping to share information throughout the visioning process with respect to one of the ten [community values established by the ASE Vision Committee](#). That community value is **Convenient and Easy Ground Transportation**. Contained within that value are two supporting requests to consider: **Multi-modal transit options** and **seamless connectivity to transit**.

The Focus Group also discussed and concluded that their recommendations are generally aligned and not in conflict with the conclusions provided by the [Community Character Working Group](#).

As a basis for decision making, the Focus Group also considered the guiding principles established by the Vision Committee, which call for reduced overall airport emissions (aircraft & facilities) by 20-30% [Target for Overall Airport Emissions]; reduced noise levels by 20-30% [Target for Airport Noise Intensity] and accommodating limited growth [Commercial Enplanement Target of .8%].

Working Group Meeting History

Since February of 2019 the Focus Group has been meeting in both plenary and breakout styled meeting formats. During that process, the Vision Committee tasked the Focus Group with addressing three key questions associated with the community value of Easy Ground Transportation:

- What would more convenient and easy airport ground transportation look like?
- How can we enhance multi-modal transportation options and create seamless connectivity to transit?
- How does the airport fit into the broader regional surface transportation network?

The report which follows is the result of the Focus Group's effort to address these three questions. In preparing to do so, the group held the following meetings:

Focus Group Meeting #1 - Wednesday, August 28, 2019, 4pm – 7pm at the Aspen Police Department Community Room (540 E. Main Street). The overall meeting consisted of presentations from a panel of seven local experts representing current and past studies with a transportation component. Those topics included the West of Maroon Creek Master Plan; Highway 82 Record of Decisions (ROD'S); Comprehensive Valley Transportation Plan and role of EOTC; Upper Valley Mobility Study (UVMS); Highway 82 Access Control Plan, Current Transit Station Design; Aspen Area Community Plan – Airport Transportation Experience; Snowmass – Airport Transportation Experience; Roaring Fork Transportation Authority (RFTA) – Airport Transportation Experience and the Upper Valley Mobility Report (UVMR). The studies presented in that meeting provided recommendations, some of which have been addressed over time and others unaddressed. Those studies with the unaddressed recommendations are cited in the Addendum of this report.

Focus Group Meeting #2 - Thursday, September 19, 2019, 4pm – 7pm, Pitkin County Offices (530 E. Main Street). The meeting identified shared goals, values and priorities. The Group reviewed innovative ground transportation examples from other airports. The group then prioritized ground transportation options by mode based on community values and then evaluated the modes of transportation by priority and space allocation. Those results can be found [online here](#). Focus Group member Barry Vaughan was appointed by the group to produce a draft report based on the submittals from the group addressing the three questions posed.

Focus Group Meeting #3 - Wednesday, October 2, 2019, 4pm – 7pm, Aspen Meadows Doerr-Hosier Center. After the plenary session, the group broke out to review and discuss the draft report compiled based on information received. The group then appointed Jean Dodd to refine the draft based on additional information discussed that evening and additional submittals received up until October 9th. On October 14th the revised draft was sent to the entire Focus Group for review.

Focus Group Work Session Meeting #4 – Monday, October 21, 4-7pm (Airport Operations Center (AOC), 1001 Owl Creek Rd. Aspen, CO, 81611) A number of those in attendance at the October 2nd meeting offered to meet and work to develop a final draft of the consensus document. The updated version was distributed and posted to the webpage on October 22.

Focus Group Final Meeting #5 – Monday, November 4, 4-7pm (Airport Operations Center (AOC), 1001 Owl Creek Rd. Aspen, CO, 81611): Meeting to review/approve final consensus document and vote on Focus Group submission to Airport Vision Committee. The Focus Group summary document was approved by a significant majority vote of 12 “in favor” and 2 “opposed” with group members requesting that their names be associated with their vote as follows:

- **12 Votes In Favor:** Barry Vaughn; Jean Dodd; Evan Marks; Tami Solondz; Brandi Rice; Kate Spencer; Elijah Goldman; Mary Manning; Tom Coggins; Heather Dresser; Debra Mayer; Amos Underwood
- **2 Votes In Opposition:** Sue Binkley Tatem; Tim Mooney

More information about all Focus Group meetings and related materials can be found at: www.ase-vision.com/focus-group/

Executive Summary

Issues and Summary Responses

“How can we improve airport connectivity?”

- What would more convenient and easy ground transportation to and from the airport look like?

Summary Response: More convenient and easy ground transport would include a mix of public and private modes of transportation to and from the airport. Consideration should be given to a variety of mass transport possibilities including light rail, monorail, gondola and greater utilization of RFTA, if feasible. A new multimodal transportation facility located primarily within the existing airport property perimeter, the new terminal and Highway 82, would serve all travelers. To enhance convenient movement to and from the terminal, and from and to the air traveler’s chosen ground transport mode, weather-protected facilities are important. There should be a coordinated balance of facilities for adequate parking, car rental, shuttle, taxi and private drop-off and pick-up. Additionally, coordinated management of traffic through the facility will maximize traveler convenience while minimizing energy consumption.

- How can we enhance multi-modal transportation options and create seamless connectivity to transit?

Summary Response: Facilitate the future development of a terminal with an integrated, multi-modal transportation and vehicular circulation facility that will simultaneously accommodate the convenient movement of mass transportation systems such as BRT, airport circulator buses, taxis, and hotel and rental car shuttles and rail-oriented transportation. Hire the appropriate design/engineering and funding consultants with demonstrated experience and expertise in multimodal airport ground transport projects and to engage local ground transportation stakeholders in the design process with public review and input during the process as is appropriate.

- How does the Airport fit into the broader surface transportation network of Aspen, Pitkin County, and the Roaring Fork Valley?

Summary Response: The Airport should be an integral part of the upper Roaring Fork Valley transportation network. Its efficient, safe and environmentally friendly operation is essential to the economic vitality of the community. Many factors in the coming years will affect the Airport’s ability to serve this function while helping to maintain the character of the Roaring Fork Valley community and the community’s values. Increasing public transport to and from the airport while minimizing disruption with existing forms of transport or increasing transportation inefficiencies will be challenging but worth the effort.

Report

Introduction

The following responses represent a diverse consensus of Focus Group opinion regarding the questions listed above. The method of creating this document was first to circulate proposed responses generated by one of the group's members and then to solicit additional responses from all Focus Group members who wanted to express their responses to these questions in their own words. All such responses have been included in this report without substantial revision, editing or consolidation. Only minor editing has been done in the interest of readability.

To the extent that there is redundancy, diversity of opinion and variation in writing style in the responses, this reflects the importance contributing Focus Group members attached to the questions posed and their desire to contribute to the discussion in their own words. Additionally, comments on issues considered important by some Focus Group members but not easily catalogued under the one of the three questions assigned to the Focus Group are presented below as "additional comments."

All the comments expressed in this report reflect a wide variety of the participating Focus Group opinions that are worthy of the county commissioners' consideration in moving forward with the renewal and rebuilding of the Aspen-Pitkin County Airport. In addition, at the end of this document is a summary list of the recommendations made as the result of past studies of transportation issues in the Roaring Fork Valley, which the Focus Group has taken into consideration in its work.

Issues and Detailed Responses

What would more convenient and easy ground transportation to and from the airport look like?

The airport connectivity component of operations at ASE has primarily two facets: terminal interface and ground transport interface. Recommendations regarding possibly improving ground transportation systems beyond the airport's boundaries, such as whether to reconfigure the Entrance to Aspen, enlarge the intercept lot, alter RFTA operations, or modify Highway 82's design are understood to be for the most part beyond the scope of the Focus Group's assignment. With these thoughts in mind, this first question appears to be a broad-brush conceptual question calling for a general, non-technical response rather than a detailed design/implementation plan. With that understanding, the Focus Group's wide variety of thoughts as to what "more convenient and easy ground transportation to and from the airport" would involve are as follows:

PUBLIC TRANSPORTATION

- Create a covered connection to transit to increase the desirability and usage.
- RFTA could improve service from the airport to Aspen and Snowmass, with frequent direct options. An electronic display board in the arrivals area could direct passengers to "free bus to Aspen or Snowmass" with updated real time departures.
- More use of mass transportation like busses and light rails.
- Easy walking access from buses to the terminal. It's not terribly far now, but you do have go down and then back up regardless of going up valley or down valley. You are also at the mercy of the weather.
 - If data shows buses to be a non-issue this also becomes a non-issue.
- Long Term: Integrate the scheduled Airport Circulator Bus into RFTA's route system in order to fully utilize the Valley's existing BRT infrastructure.
- Provide public busses that loop through the airport. There is something demeaning about dragging all your luggage out to the highway. Especially in a snowstorm.
 - We definitely need more data on the practicality of buses for air travelers.
- Create a bus stop by the arrival terminal.
- Make it easier to transport luggage on the bus. For guests that may mean some kind of luggage delivery. For locals it may be an area to put luggage on a bus.
- Schedules must align or be frequent enough to make people want to use it. It's no fun sitting at the bus stop for 45 minutes. There really isn't anywhere to hang out and wait at the terminal either.
- Need to create discrete spaces for the current mass transportation options.
- Long term parking somewhere along the BRT route may encourage more locals to bus it.
- Current RFTA ridership by Roaring Fork residents and guests for air travel through ASE appears surprisingly low. RFTA reports its ASE ridership to be less than what occur at Willits and other down-valley locations, and many of RFTA's ASE riders are believed to be airport employees or going to and from the ABC (Airport Business Center) and adjacent residential areas. The Focus Group believes that the consultants hired by the County to design and help implement the multimodal transit center should be charged with maximizing the potential for, and desirability of, RFTA access at the airport without sacrificing or eliminated the convenience and accessibility of private vehicular access, shuttle, taxi, rental, etc., for those who prefer it. A dialogue should also be started with RFTA regarding improvements RFTA could make, such as increased luggage capacity, to capture more ASE traffic.
- If personal vehicle use is to be discouraged, create a user-friendly and efficient shuttle areas - not only at the Brush Creek Intercept lot but also in Basalt and Carbondale. Pitkin County

residents who don't live in Aspen or Snowmass must drive themselves at least part of the way to airport and having a shuttle lot will be vital to making this work.

- Schedules are the biggest obstacle to using the busses. If you are late for a bus, you have to wait a long time for the next one ... 30 minutes for the Cross Town, or if it is too full, so the airport would end up with a lot of waiting and the busses would leave before the late planes arrived. Big waiting areas with seats would be necessary. I bet the people who missed a bus would hop in the taxis.
- Build in escape clauses for transportation that does not work so you are not stuck with the commitment. Thought experiment: What if we decided that RFTA did not live up to expectations. How would we get rid of this expensive mistake?
- An alternative view on RFTA is that the RFTA system is unsuited to airport transportation for a variety of reasons, such as traveler preference for other transportation modes, RFTA inefficiencies, lack of toilet facilities and baggage space on the current RFTA fleet, and the resistance of upscale travelers to using buses. Although this view is a minority position, it does highlight potential hurdles that would need to be overcome if RFTA airport ridership were to play a significant role in the future airport transportation mix.
- Many of our flying guests are rich enough to travel, and expect they are traveling to a luxury destination. They will not like riding busses. Period. But they are our "our business." Busses are not door to door. Busses have schedules that are hard to meet and cause a lot of waiting. It doesn't matter if you have a handicap lift into a bus, if you can't walk to get to it. Busses are packed and sealed in with people who have diseases to share.
- Commuter buses and air travelers are not a good mix. It would be important to gather data that demonstrates how popular buses are with air travelers before expending huge amounts of time and money on something people don't want. There is already some evidence that Uber and other ride-hails are cutting into mass transportation numbers.
- Put a RFTA and Grey Hound terminal in the Airport Terminal.
- Have RFTA include routes to AMTRAK in Glenwood Springs and Eagle/Vail Airport.
- Build a large European cable car type gondola that would not disrupt/would minimally disrupt the Marolt Open Space.
- I have always thought a gondola from the airport to town would be amazing (and it is listed on our vision statement). What an exceptional way to start your Aspen experience arriving in town on a gondola, then being picked up by electrical vehicles to be taken to your hotel/residence. Or being shuttled by an electrical vehicle to taken to Highlands, SMV, Buttermilk. Every time we visit Zermatt, we are impressed by the use of electric and alternative (horses) means of transportation from the train. There are no gas vehicles allowed in the town. From the town, you take either electric shuttles, trains, gondolas or walk to get around. Of course, the Swiss will engineer anything to the extreme! I'd love to see our town without gas vehicles - people come here for the natural beauty and the sporty experiences - why not start the experience from the airport and continue through you stay. Walk around town rather than drive you gas vehicle. There could be electric shuttles to take folks from town to various trailheads in the summer.
- Cooperation between various entities needs to be realized for any type of 'multimodal facility' to exist. The 'zero carbon' goals of the county and city of Aspen need to be taken into account. Except for the purchase of electric buses for RFTA, no effort has been taken for the county or city to electrify other fleets, not to mention rental cars.

LUGGAGE

- A luggage delivery system, if implementable.
- Movement of luggage directly from planes to traveler destinations.

- Presently, only delayed luggage gets this treatment. A company at the airport provides this service, which is paid by the appropriate airline.
- People will obsess about where their bags are. They will take cabs to the airport and back to pick up their bags rather than waiting for a delivery.
- Based on my observations, luggage is a big problem. Luggage delivery is a moot point if the bags never get here. I'd like to see some data on how long it takes to process a lost luggage claim for one person, with four claim tickets.
- An important fact to note. Unlike Denver, where DIA is 24.8 miles to Union Station, Aspen downtown is approximately only four miles to ASE. In our experience, very often a shared side trip to the Ritz is not desirable nor convenient for the individual who wanted to go to the Hotel Jerome.

RENTAL CARS:

- Rental cars are an important component. Flight cancellations result in passengers having to find alternate transport in or out of the valley. However, they could be relocated further away from the terminal, similar to long-term parking, rather than off-site.
- A targeted approach to minimize the usage of rental cars. All electric fleets for rental cars. Car share program for visitors.
- A remote lot would be great. The intercept lot is only three minutes' drive to the airport entrance. Electric vehicles with CDOT approved 'snow' tires (not 'all season') would be a plus.
- Move the rental car business and their parking /drop off/pick-up lots and service to the Aspen Dog Shelter area that Pitkin County owns. Move it off the airport entirely.

PARKING:

- Initially: Create ample but TEMPORARY surface-only parking areas for passengers and employees close to the Terminal (*Lots to Include:* Kiss and Go, Cell Phone, Short-Term, Long-Term, Rental Car, and Employee) but do NOT invest in any expensive structured parking at this time.
- Long Term: Collaborate with CDOT to create an ASE-designated structured parking facility at the Intercept Lot in order to accommodate Rental Car and Long-Term parking; Employee and Short-Term surface parking lots to be made available on County-owned property across Route 82 from the airport.
- Long Term: The overarching objective is to reduce the number of single-person occupancy vehicles traveling to/from ASE by making multi-passenger vehicular transit convenient and inexpensive with multiple choices for the consumer.
- Long Term: Create a primary multi-modal and BRT **mass transit corridor in between the Intercept Lot and ASE** that has subsidiary spokes between:
 - Aspen and ASE
 - Down Valley and the Intercept Lot
 - Snowmass and ASE.
- Long Term: Synchronize the new Terminal's future expansion [in both in terms of its number of gates and aircraft staging/apron area] with the phased reduction/elimination of the "foot-print" for most on-site surface parking lots in order to accommodate the expansion of the Terminal's footprint.
- Is a parking structure being considered? If so, it should be low-profile or underground. It could be landscaped to blend in from the highway or surrounding viewpoints.
- Consideration needs to be given to building an unobtrusive, ecologically friendly parking garage on the airport campus that is most likely primarily underground, easily reached from the new terminal, and large enough to accommodate future growth and act as the ground transit hub similar to the garage in Snowmass where RFTA buses and local shuttles pick up and drop

off skiers, bikers, visitors and locals on a regular schedule. Alternatively, and perhaps additionally, the large amount of real estate available at the Brush Creek Intercept Lot needs to be leveraged in partnership with CDOT, to provide airport long-term parking and rental car pick up. This could be accessed by dedicated circulating shuttles.

SIGNAGE/GUIDANCE:

- Clear delineation of where to go. It's pretty obvious when arriving where to go but departing is not currently clear unless there is a driver there with your name. Designated areas for different services will help with this.
 - Unfortunately, new airport security measures prohibit drivers from leaving their vehicles and going in the terminal. At one time High Mountain Taxi had an airport booth. We also had a web cam which allowed our dispatcher to see what was going on in the terminal and on the curb regarding passenger activity. An App available to all drivers would be extremely helpful in maximizing ground transportation efficiency.
- Many travelers arriving at ASE – or any airport – have the “deer in the headlights” look as they enter the terminal. Which way to go to collect your luggage? Which way to ground transportation? Clear, understandable signage is needed to direct people to where they want to go.
- Have a Transportation kiosk or ambassador with all transportation options (hotel shuttle, taxi, ride hailing/sharing, bus. Maybe an app that is part of a Chamber App.
 - The staff at the airport's customer service desk do a great job of directing passengers to transportation options. They could advise if any fine tuning was necessary.
- There is a need for a person or persons to offer assistance to outgoing and incoming passengers, besides airline employees. Maybe it's a Chamber of Commerce activity or maintaining an Information Desk at the airport.

GENERAL:

- Transportation should not force people to wait around.
- Timeliness, accessibility, and usefulness are three main factors. Maybe that's overly obvious, but if you have a system that is available at the times passengers want it, make it easy enough to get to and afford, and then get people in a timely fashion to their destination, you may have a success.
- Getting services closer to the terminal will help. Again, it's not that far now, but people like convenience.
- Many people say Aspen is unique and so is our airport. The airport is an airport. We should be taking the many lessons learned from other airports as a transportation hub and then tailor those to our specific needs. Also, people have certain expectations of how an airport flows, which makes it easier for them to navigate in an unfamiliar area. We shouldn't be discounting ideas brought forth from other areas.
- Aspen is unique in so many ways. That's why so many people want to visit here, as some eventually settle here. Be cautious when trying to apply what worked elsewhere to what might work here.
- Don't reinvent the wheel - it is crucial for the County's consultants to closely examine the successes and failures of ground transit networks at other similar airports, particularly in resort areas like Jackson Hole, Steamboat, Telluride, Hilton Head, Cape Cod, Carmel and at other identified airports that are physically constrained, reliant primarily on tourist traffic, close to a city or town, focused on being environmentally friendly, recently built or upgraded, etc.
- Temporary inconvenience or long-term changes to our airport could seriously damage the economy of the valley. Travelers are fickle and have many choices and if our airport becomes less convenient, they will just go somewhere else. Our tourists come here to have fun, the Aspen experience, and won't like it if the airport is inconvenient. As it is, we are already at the

mercy of weather to have the snow for skiing and for our airport to be convenient and fast in and out.

How can we enhance multi-modal transportation options and create seamless connectivity to transit?

This is a technical question calling for professional expertise and experience in airport multi-modal ground transport facility design, financing and construction. Both regional and major hub airports, such as Burbank and O'Hare, and presumably various local commercial airports, have apparently had great success in designing, and, importantly, financing, building and operating, multimodal transportation facilities that integrate seamlessly with ground transportation systems available in their areas with the assistance of experienced professionals. With that in mind, the way forward for ASE with respect to ground transport appears to be:

- Hire an engineering consulting firm and funding consultancy with demonstrated experience and expertise in multimodal airport ground transport design, financing, construction and operation to design and assist in arranging the financing for a multimodal ground transportation facility at ASE.
- Involve ground transportation stakeholders, such as RFTA, hotel shuttle service operators, car rental companies and taxi service companies, in the design process.
- A multimodal facility located within the existing ASE landside footprint that provides access for private vehicles, commercial shuttles, RFTA and Snowmass busses and shuttles, taxis and other vehicles for hire, rental vehicles, and short and medium term parking in one centralized location at the airport, with long-term parking and excess rental vehicle inventory being located off-site with shuttle support if necessary.
- The transportation hub should have straight through covered vehicle islands like they have at DIA. A circular commercial area requires too much dangerous backing up. There will be no enthusiasm for buses unless they are specifically designed for luggage and air travelers only. Air travelers and working commuters don't mix well. Even with the air traveler specific bus the question still presents itself... will people ride it? (Remember the great automated baggage system at DIA?) Sometimes what is perceived to be the greatest innovation falls flat on its face.
- Design a larger transportation center a short walk from the terminal to comply with TSA security requirements. Taxis, hotels shuttles, Uber, lyft, etc could stage in this area. "Car-to-go or Zip-car" could have some designated parking spaces.
- A flexible design of the multimodal facility so that it could adapt to and accommodate any
 - 1) staged expansion of the new terminal planned or anticipated for its intended service life and
 - 2) reasonably anticipatable modifications or improvements to
 - a) the Entrance to Aspen
 - b) Highway 82, or
 - c) RFTA service.
- Initially: Designate specific vehicular "standing areas" for passengers utilizing Taxis, Ride Sharing, Hotel Shuttles.
 - During the Winter months when weather becomes a major factor, the "standing" time might be considerable. Occasionally inbound flights are returned to Denver or diverted to Grand Junction.
- Accommodation provided shuttles for pick up and drop off.
- Create lanes for each mode of transportation (taxi/bus/ride share).

- Create a layout that is directional (up-valley/down-valley).
- The transportation hub, as well as the terminal and gates, should not just be ADA compliant but should be designed, built and managed to maximize the ease of use and comfort for special needs travelers.
 - The various agencies which work with the disabled veterans during their activities here would provide a gold mine of information pertaining to these special needs.
- Instead of individual hotel shuttles coming to the airport, we would provide continuous shuttle service leaving the airport, let's say, every 15-30 mins during peak times going into town stopping at requested hotels. Then the shuttles would return to the airport to repeat the service. We'd reduce congestion, noise, emissions by reducing the number of vehicles idling at curbside (finally complying with Aspen's no idling law). Hotels would provide this airport shuttle service with guest lists and guests would be informed prior to their arrival of this service.
 - A company has been running a PUC recognized shuttle service for years at ASE without any airport oversight to require them to be an actual "shuttle." No need to re-invent the wheel here. An experimental period using what we already have is necessary.
- Any kind of shuttle should attempt to align with airline schedules.
 - High Mountain Taxi does not take reservations at the airport, although passengers frequently make that request. I don't believe in any airport in the world that passengers can reserve a 'taxi'. Limos, yes. Taxicabs, I don't think so.
- Initially: Reserve a substantial "footprint" directly in between the new Terminal and Route 82 in order to facilitate the future development of a Terminal-integrated, multi-modal transportation depot and vehicular circulation corridor that will simultaneously accommodate the convenient movement for each of BRT, Airport Circulator Buses, Taxis, and Hotel and Rental Car Shuttles.
- Long Term: Five-to-ten years post-completion of the new ASE, the County should collaborate with CDOT and RFTA in order to complete the development of the aforementioned projects, i.e.:
 - A) the Terminal-integrated, multi-modal transportation depot and vehicular circulation corridor
 - B) an ASE-designated structured parking facility at the Intercept Lot to accommodate Rental Car and Long-Term parking
 - C) the Employee and Short-Term surface parking lots on County-owned property across Route 82 from the airport.
- Initially: Create financial incentives to utilize multi-passenger vehicular transportation to/from ASE by:
 - A) substantially increasing parking lot rates to all users EXCEPT airport employees,
 - B) requiring all hotels [over 25 keys] to provide airport shuttles whose cost is factored into room rates, and
 - The larger hotels already provide this courtesy vehicle service. Some examples are; The Ritz, St. Regis, Dancing Bear, Hotel Jerome, The W, Molly Gibson/HotelAspen, The Stonebridge Inn, The Westin, The Viceroy and the Lime-lite (both Aspen and Snowmass).
 - C) developing a scheduled free Airport Circulator Bus route, accessible with a simple mobile app, to service Aspen, Snowmass, the Intercept Lot, and possibly Down Valley.
 - Most major airports already have this service -- it is called a shuttle service. Passengers sacrifice a one stop door to door service for a longer trip at a discounted price.

- Provide for taxi/shuttle marshals at curbside to assist arriving passengers to find their ride and to communicate by radio or cell phone with off-site taxi/shuttle queues and operators. Consider installation and maintenance of a web based CCT system to allow operators to monitor arrivals and to deploy needed cabs and shuttles without undue passenger curbside delay.
- Most of the larger hotels provide a courtesy shuttle vehicle with regularly scheduled rides. One hotel has a counter inside the terminal so they can properly greet their guests. A new wrinkle is the new regulation which does not allow drivers to 'meet and greet' their manifested passengers inside the terminal with a sign. This DHS (Department of Homeland Security) requirement needs to be addressed.
- The County needs to create an airport transportation "czar"/facilitator position whose role would be to work with and coordinate all of the disparate public and private entities that currently, as well as in the future, have an interest or stake in providing ground transit to and from the airport. The coordinator's job would include ensuring multiple transit modalities are represented and available to the flying public, from rental car companies to taxis to Uber to RFTA to hotel shuttles to light rail (if ever adopted in the future), etc. Finding ways for each of these modalities to coexist and operate in a way that meets community values, emissions goals, reduction of congestion and one-person vehicle trips, and other current and future airport transit goals would be central to this job's purpose. This person would also manage the curbside and terminal marshals who help travelers find the appropriate type of ground transportation from the airport to their local accommodations. Working to increase both public and private transit options for travelers is a prime goal of what the new ASE airport should be providing visitors and local users of the airport.
- Adequate weather-protected pedestrian- and handicapped-access with luggage transport support between the terminal landside entrances and exits to the various ground transport modalities at the airport, such as car rental pickup and return, shuttles, RFTA, taxis, private vehicle curbside pickup and drop-off, and private vehicle parking.
- Straight-through islands like those at DIA to address weather issues. A roof covering what is now the entire four lane arrival access would be needed to accommodate the various modes of transportation.

How does the Airport fit into the broader surface transportation network of Aspen, Pitkin County, and the Roaring Fork Valley?

Like the first question, this is a broad-brush conceptual, nontechnical question calling for a general response rather than a detailed technical analysis. With that understanding, the Focus Group does have some observations to share regarding how ASE fits into the existing surface transportation network:

- Transportation between Snowmass Village and ASE does not appear to be problematic or in need of a solution, even during peak travel periods. The Focus Group has not been made aware of any serious disfunction or need for improvement of ground transportation between the two. Accordingly, these recommendations do not address any issues unique to ground transport between the airport and Snowmass Village.
- The Entrance to Aspen and possible solutions to the daily traffic delays that can and often do occur there, especially during peak seasons, appear to remain at present intractable and highly contentious issues. Whether enlargement of capacity along this route, and if capacity were to be enlarged at the entrance, how, where and for what mix of private and public traffic, remain the subjects of strongly held divergent views and vigorous debate. The Focus Group believes

that the County's ASE Vision process would be best served by staying out of that debate and by the County's designing, funding, building and operating a multimodal ground transportation facility that has the flexibility to accommodate and interface with whatever off-airport ground transportation systems presently exist or may reasonably be anticipated to exist in the future.

- Design flexibly for the future: e.g. we don't have to have a light rail out of the gate, but the new design should include the space to add a light rail in the future without necessitating another redesign.
- Leverage as many existing modes of transportation as possible for new uses rather than creating bespoke new modes just for the airport.
- The airport should act as one of the hubs of our regional transportation network. It currently just acts as a stop. People should be able to reliably use a bus, train, shuttle or ride hail from here.
- The dedicated Hwy 82 transit corridor/right of way and easements need to be preserved and maintained to accommodate future use, particularly for light rail or some other local transit mode that we may not yet know of today. This is a way to "future-proof" airport ground transport to a time when technology and funding catch up to a point that innovative and ground-breaking methods can be seriously considered for implementation.
- The Aspen Airport does not fit into any broader transportation network.
- This is a great opportunity to use this transportation facility for the overall benefit of a valley wide system. Planning for the future would include using any increased capacity to accommodate traffic and transit loads. The airport is well positioned to be an upper valley hub serving commuters in Aspen, Snowmass and the length of the valley.

Additional Comments

- Pitkin County should not try to limit airline service solely to regional aircraft due to the future regional pilot shortage. SkyWest Inc. president and CEO Chip Childs recently warned the US Congress of a “growing pilot shortage” that could become significantly more pronounced over the next three years, leading to the grounding of large numbers of aircraft in US regional airlines’ fleets. <http://m.atwonline.com/government-affairs/skywest-ceo-warns-pilot-shortage-could-lead-big-service-cuts>
- Here is a short video sent to Pitkin County Commissioners two years ago with a vision for transportation at the airport. <https://vimeo.com/235917768> As a side note, I tried not having a car for 8 years and commuted to Denver several times a month renting vehicles from the airport. Eventually, it became cheaper to own a car than deal with the hassle and cost of renting cars. Occasionally, cars wouldn't be available during busy times, or the cost became exorbitant during holiday periods (understandable) and taking the Bustang to Denver required too many connections and too much time. The city's carpool program doesn't exist from what I experienced, and Car To Go is antiquated and more costly than renting a car. The city's arrangement with Enterprise to offer a flat or discounted rate was only based on availability, which meant it didn't help at the times I needed it. In the end, my experiment to not own or need a car in Aspen failed, but I see the airport as an excellent opportunity to have a mobility hub that hosts many different transportation services that effectively make it possible to not need a personal vehicle in Aspen.
- In terms of the visitor experience, I can't imagine a better way to set the tone for what our community values are and how unique the valley is than by having a variety of convenient and environmentally friendly mobility options when people arrive. It can be a positive experience if planned well and utilizing some vision.
- During an airport tour earlier this month, two separate airline employees came up to us and shared (emotionally) the poor condition of employee services. Only one bathroom for the employees to use and that there is not a rest/break room area for the employees. Currently the one bathroom is inadequate to clean up after being shot in the face/body with waste that sometimes come off the planes (yuck). Currently, the rest/break area is out in the open with baggage screening without a sink to wash off your dishes - you have to go to the one bathroom to wash off your dishes/cups, etc. The employees shared that often times during the peaks seasons due to flight delays their initial eight-hour shifts will last 12-14 hours.
- DIA has a separate (though temporary) area for friends and family greeting new arrivals at the airport. The new ASE design should consider this type of space in order to get it away from the baggage area, as it is now, and to create a comfortable, welcoming spot to meet and greet. Some of the most emotional moments happen in places like this.
- Build a new terminal with a professional specialist terminal architect and design team. Include the basic multi modal fundamentals that are needed to facilitate a mass transit system as described in Eduard Oliemans First Mile – Last Mile local regional and state wide design concepts.
- When figuring out how all this works, don't leave out the requirements of those over at the FBO.
- Although the Focus Group scope is primarily concerned with ground transportation modalities for commercial aviation customers, the FBO clients' transport needs cannot be overlooked or forgotten. It makes no sense to resolve ground transit congestion, modalities, flow, accessibility, etc., for some users and not for all. Both types of fliers contribute to the challenges that transit to/ from the airport faces, and both types need to get to their ultimate accommodation.

Keeping this in mind, it is incumbent on the BOCC to create a competitive market for the current FBO operator by finding a way and place to add a second FBO operator. The current monopoly is creating unintended negative consequences ranging from outrageous fuel prices to an unwillingness and disincentive to reduce emissions, noise and other community values-type operation methods at the FBO.

- Move the FBO to the other side or the West side to park all the private aircraft making room for parking and new terminal. Use the old one while you're building the new terminal north.
- The airport runway problem could be solved by keeping it as is where is. Just move the taxi to the East so that there is no wing overlap. Lot cheaper too. You can use the taxi way you have while you construct the new one. This idea limits where you can put the new terminal. Moving Highway 82 would be cheaper than building a new runway.
- Redirect Highway 82 around to the west side using Owl Creek Road then move the terminal where 82 was making room to move the taxiway east. This would slow traffic into Aspen as well spreading the congestion out before the roundabouts.
- The only way to handle to control emissions is with fewer flights, less traffic. Or a shuttle system flying out of Rifle. Spread the emissions to other areas.
- Build a new terminal to include the Eduard Oliemans First Mile to Last Mile concepts.
- I had an opportunity to visit Eduard Olieman's office and see his vision for a transit hub. Unfortunately, the site for this hub is where the new city offices are being built.
- Every one of the 124 members of the ASE Advisory Committee should have a Vote. One Man/Woman = 1 vote on the final recommendations to the PCC.
- Mike Kaplan, Bill Tomcich and all the employees of the Aspen Skiing Company should be called out with a conflict of interest and be required to recuse themselves.
- Inform Jon Peacock this is not a competition between Eagle/Vail, Rifle, Grand Junction.
- Move the TSA and The PC Airport Administration on offices to the AABC.
- 100% All Electric Airport...on the ground and in the air.
- Have Pitkin County own and operate the FBO.
- Cut the number of gates in half at the FBO and the ASE Terminal.
- DO NOT EXPAND the runway in any way.
- Do Not strengthen, widen, lengthen the runway air side improvements until the next new generation all Electric planes are in service.
- Install a new GPS landing system.
- Authorize new air approaches and take-off patterns.
- Require the PCBCC to appoint an airport Board of Directors/Advisory Board that reports directly to the BOCC like other budget driven divisions of the county with recommendation powers to the BOCC. The PC Manager is unprepared and inexperienced in being in charge of the airport. This is out of the job description and expertise of the PC Manager. The Airport Manager will report directly to the Airport Board. The petty political power play of the Airport and County Manager needs to be dissolved ASAP so they can't play ball with the FAA, Consultants and Corporate Greedheads for their own personal gains.

APPENDIX A: Previous Studies

COMPILED FOCUS GROUPS BULLET POINTS THAT ALSO LISTS THE STUDY RECOMMENDATIONS FROM PREVIOUS YEARS

(Overall Combined, Outside Studies Observations)

- Free-flowing traffic is not a reasonable expectation unless congestion reduction measures are sufficient to reduce current traffic and mitigate future induced traffic.
- The U.S. is undergoing a transition away from a car-centric culture. Millennials are buying fewer cars than previous generations, and parking demand is expected to drop.
- Regional and local land use decisions profoundly affect mobility challenges and traffic congestion.
- Specific elements of the integrated mobility system will affect different people and different geographies in varying ways. We should consider carefully which user group is affected by each element of the system and plan accordingly.
- The primary advantage of LRT is that it reduces the number of buses in Aspen to the greatest degree.
- The number of intercepted buses (458 bus trips per day) would be replaced with 144 two-car train trips per day.
- The BRT alternative has lower capital and O&M costs than LRT and would reduce travel time via the construction of the Marolt easement crossing and dedicated bus lanes from Brush Creek to Buttermilk.
- If capital improvements include the construction across the Marolt easement preferred alignment, it would improve traffic operations, travel times, and safety. This alignment is already cleared by the ROD... Voters have already approved the LRT alternative. This arrangement also preserves the opportunity to convert the dedicated bus lanes for future LRT.
- A grassroots advocacy organization for an integrated mobility system is essential.
- The integrated mobility system adopted should leverage existing approvals and plans (e.g., the Entrance to Aspen Record of Decision, Aspen Area Community Plan, etc.).

Combined Summary Recommendations from Past Studies

Sources:

2017 Upper Valley Mobility Report by Community Forum Task Force on Transportation and Mobility, Aspen Institute Community Program

2017 Upper Valley Mobility Study proposed by Parsons

2014 Surface Transportation Best Practices Study, Aspen/Pitkin County Airport, Felsburg Holt & Ullevig

2013 The West of Maroon Creek Master Plan, Pitkin County, Adopted October 8, 2013

2012 Aspen Area Community Plan, City of Aspen and Pitkin County

On Airport Site:

- Have greeters/passenger assistants promote transit/shuttles when asked about getting to Aspen and/or Snowmass Village – **ACRA provides this service for the airport.**

- Reroute the “Parking and Transportation” link on the airport website homepage to the ground transportation page rather than the parking page, order modes with alternative modes first and parking/rental cars last, and display all transit information on ground transportation page rather than forcing users to click another page. – **The airport's new website will incorporate this (due to be complete 1st quarter 2020).**
- Explore the feasibility of installing bike lockers – **The TSA prevents the usage of lockers in close proximity due to security concerns.**
- Provide free baggage trolleys that can be used between the transit stops and the terminal (dependent on facility upgrades)
- Consider heated sidewalks between the terminal and the airport bus stops as a short-term improvement.
- Ensure that the walkway from terminal to bus stations on SH 82 is enclosed and temperature controlled for the longest distance possible and is conveniently connected to the baggage claim in addition to the ticketing area.
- Work with RFTA to install real-time bus information within the terminal, which could include estimated walk time to the bus stations, bus route and time display, and large map digital display with real-time bus locations and estimated arrival times.
- Consider integration of transit stops (including accommodations for possible fixed-guideway transit access) into the terminal in terminal redevelopment plans.
- Improve bike connection from the grade-separated transit tunnel to the terminal.
- Encourage the use of alternative modes of transportation and diminish reliance upon rental vehicles and parking. As one option, explore the feasibility of final destination bag delivery for Pitkin County Airport arrivals to make it more feasible for arriving airline passengers to utilize public transportation.
- Reserve room on the Airport property for future commuter parking needs to support the mass transit system.
- Work with rental car companies on ways to tailor the rental car inventory to take advantage of new technologies that reduce emissions and increase fuel economy.
- Work with lodges and hotels in the Aspen/Snowmass Area on measures to improve shuttle service to reduce reliance on rental cars.
- Improve signage and information to direct users from terminal to public transit services.

Recommendations In Proximity To The Airport Site:

- The community should seek public/private partnerships to help implement mobility decisions.
- We should improve mobility incrementally and continuously.
- The package of mobility experiments now being planned by the City of Aspen should be used by Aspen, Pitkin County and Snowmass Village to help demonstrate and explore elements of this integrated mobility system.
- We should engage innovators and entrepreneurs from all sectors to help create the mobility system we envision.

Appendix B: Minority Report

- Sue Binkley Tatem (submitted individual Focus Group Minority Report)
- Tim Mooney (submitted individual Focus Group Minority Report)

Appendix B.1: Sue Binkley Tatem Minority Report – ASE Vision Focus Group – November 5, 2019

AN OPPOSING POINT OF VIEW Sue Binkley Tatem, Ph.D.

I am a retired biology professor, now a local artist in Aspen, living at the Gant for over two decades. I came here for the skiing and ice skating and walk around town. Now I am 75 and no longer so active and use wheelchairs in large airports so I have some ADA experience. I see our guests in the hot tub every day. I painted aerial views. **We already do airports better.** Seventy years of frequent flying, often alone with a pet, since I was five (Oshkosh to Cincinnati by way of Chicago). Around the world with National Geographic, Hawaii and the Caribbean, Spain, Italy, England, Japan, Galapagos.

******Aspen has the BEST AIRPORT with the FASTEST IN AND OUT of the world. I volunteered to try to save THE BEST of this BEST AIRPORT.**

We had a sticker vote on the types of transportation. No surprise to me hotel vans had 19 votes, taxis had 6, mass transit had only 1. The baggage area is adjacent to the pickup by the taxis and the hotel vans. No airport in the world has so short a distance from baggage to transport. So the transport is SEAMLESS. Passenger to baggage, baggage goes with the passenger to transport, about a fifty foot walk. Taxi or hotel van to destination or hotel. Hotel bellhop service to room. The hotel vans have space for the luggage, the taxis can carry it on their roofs. The luggage stays with the traveler. Are we the patsies? Money leads to Gulfstream? Crown?

In the committee discussions most participants don't want closed jetways from the planes to the terminal. They love stepping out the airplane door into Aspen's fresh crisp air, it is the first refreshing moment of the ASPEN EXPERIENCE.

The terminal is ONE FLOOR. This eliminates the need for stairs, escalators, and elevators. Babies in strollers and wheel chair users can roll without interruption through from ticketing through security to gates on departures, and from gates to baggage to vans and taxis on arrivals.

I never used the restaurant or bought anything from the gift shop, these could be reduced to a small unmanned kiosk. WATER, BAGS OF PRETZELS, COOKIES, POSTCARDS, AND SKI AREA pins all **FREE**. No big SCREEN ADVERTISING.

- NO JETWAYS
- FREE BLING No shopping or dining, space for the employee break room. No nickel and diming.
- BAGGAGE NEXT TO TRANSPORT AS IT IS NOW Free luggage carts.
- Expand the current terminal waiting area capacity by extending the building over the landscaping with glass enclosed porches. No overnight parking. Small only car rentals. One story terminal.
- Runway and terminal changes? What would be the schedule for disruption of travels? No RAFTA, our luxury guests hate being forced to use it to go to Bells.
- Pilot shortage? We're rich, we can buy our own pilots.

Appendix B.2: Tim Mooney Minority Report – ASE Vision Focus Group – November 6, 2019

Hi Everybody,

Thanks for your generous efforts and positive response!

Please consider Pausing the Vision Advisory Committee Train and All air side expansion so that we can get and further gather and understand all the data involved in such complicated / multi player / multi business voices / angles and multi Unintended Growth and Safety consequences.

Clearly, There is NO rush to start the expansion of the accidental and non-reversible consequences of expanding the runway to facilitate Bigger Airplanes with longer wing spans of 95 ft. both Commercial and Private.

The CJ 700 can & will be the work horse of the Aspen Commercial Air Fleet thru 2039.

The FAA is not pressuring ASE to Standardize.

The Growth implications of bigger planes with more people will further crush the caring capacities of Aspen , Snowmass, Basalt ,Glenwood Springs and State HWY # 82.

The stabilizing enplanement growth .8%, the noise level and pollution level reduction 'Principals' ,chosen during the Vision Committee meetings, for the Sardy Field will never be a reality and will never be codified with teeth to enforce these limits...according to Jon Peacock much to the dismay of John Bennett.

The incremental expansionist degradation of the local lifestyle, in a Historic Ski Town at 8,000 Ft in a box canyon surrounded by granite clouds that are the highest ridgeline of the Rocky Mt's. western slope, will be a simple corporate power push if the airport is expanded to a design 3 Group allowing all aircraft in that category.

Less Local Characters, More flights, bigger planes, more tourists, more hotel rooms, more restaurants, more parking, more pollution, more corporate power, more repetition of the same.

Let's lock in the next generation green electric planes with our airline service providers before we become a standard Class 3 design airfield.

Let's keep the 95 Ft wing span limitation so we can control our safety and Growth as a community.

Our operation of the greenest local recreational airport in the world not necessarily the biggest regional runway assures a profitable sustainable air operations for Pitkin County.

The resort is setting records for skier visits and return on investments now.

The economy in the Roaring Fork Valley is strong.

There are \$2.5 Billion in Real Estate transactions annually because of the Beauty of the mountains and the small town characters.

Why kill the Goose that is laying the Golden Eggs.

The Character of the community will further be erased if the Industrial Tourism Model of Expansionism of the Ski Co's Ikon Pass business plan infects the accessibility of the Roaring Fork Valley.

Please pause the Vision Advisory committee and Airport Expansion Deal that is on the table to allow the City of Aspen and our Elected Officials to have a vote and a voice in the future growth impacts that are going to change their responsibilities to their citizen with the expansion of the runway and bigger 737 style airplanes and many thousands of additional sightseers coming here thru the airport.

Please consider allowing each of the 120+ citizen volunteer to vote on the recommendations to the PCC.

1 person 1 vote.

We have paid our dues to participate in the \$1.5M committee meetings.

We deserve the dignity of being heard individually with a Yes or No vote.

It is insulting to all who worked so hard in committee to give a voting voice to only a select group of 25+/- who will have the power to erase or fortify the votes of about 7 volunteer citizens with just their thumbs up or down.

Please stop the Jon Peacock bullying and steering of the expansion wind shear to arrive at his and the hired consultants on his team conclusions that we should spend \$450 M to \$500 M on making the Aspen/Pitkin County Airport the winner in a competition with Eagle / Vail, Rifle and Grand Junction instead of designing a cooperative transportation system of links to connect and enhance all Statewide & especially Western Slope towns transit facilities.

Please stop the process so professional consultants can debate all sides plus other ideas and designs that focus on ground transportation solutions to access Aspen, Snowmass, the Roaring Fork Valley and the entire state.

Please have all committee recommendations be viewed thru the Character Committee lens and approval via an in favor or not in favor vote.

Please pause the committee process and planned expansions to have EIS studies, like the FAA did on the Airport property, or an Environmental Assessment analysis done on the towns of Aspen, Snowmass, Basalt and Glenwood Springs.

The county should pay for the data to inform the local municipalities of the positive and negative impacts that will be ahead if the Aspen/PC airport is expanded.

Please consider raising funds to pay for airport safety improvements and a new terminal and new tower leaving the runway the same width / turning dimensions without FAA money.

The city and the county joint owners together they could be striving at the airport for enhanced safety, governing growth and regulating the operations costs to benefit the community.

Please pause and consider appointing an ASE Advisory Board of Directors, of City and County volunteers, with air business experts to be in charge/manage ASE instead of a county manager with zero air service experience and expertise who has his own political agenda.

Please pause the process to eliminate obvious conflict of interest characters like Mike Kaplan, John Sarpa, Charles Cunniff, etc. and all who were paid by a business, company or special interest group while sitting on a committee.

Please codify regulations at the FBO to prohibit charter flights.

Please reconfigure the FBO so to limit expansion of take offs and landings, added services for bigger planes and increased Fractional Jet type parking.

Please take the time to assess methods of profitizing the FBO thru City and County control.

Please give the time community to take a deep breath and realize that the airport expansion train is rolling thru town for reasons of corporate greed not community need.

Thanks so much for all you do.

I appreciate you all.

I hope to speak with you soon,

Sincerely, Tim