Agency Responses to the RTD Accountability Committee Final Report

Executive Summary

The Regional Transportation District, commonly referred to as RTD, is the regional public transit agency providing services throughout the greater Denver metropolitan area. The agency delivers bus, rail, paratransit and microtransit services over a 2,342-square-mile area of 3.08 million people. RTD was created in 1969 by the Colorado General Assembly and is governed by a 15-member, publicly elected Board of Directors.

RTD recognizes the value that a high-quality transportation system brings to its community and the region it serves, and those that constitute the agency are committed to delivering service that supports the needs of its customers, stakeholders, and community members.

The agency provides vital connections to makes lives better for those living in and visiting the Denver metro region in terms of mobility, access, and environmental sustainability. RTD is committed to its role in serving as a vital contributor toward reducing the region's overall carbon footprint, as increasing public transit usage reduces reliance on single occupant vehicles, thereby improving overall air quality.

RTD has been recognized as an industry leader and innovator as evidenced by its EAGLE project, the largest public-private partnership of its kind at its inception, and the agency's deployment of nearly 40 battery-electric buses along the 16th Street Mall in 2018. Coupled with these noteworthy achievements, RTD has had its fair share of challenges and has long been criticized for

not having clearly defined organizational strategies, priorities, processes, and the appearance of transparency. Some of the criticisms are valid, and there are long-standing gaps that need to be bridged.

In acknowledgment of these gaps, in July 2020 Governor Jared Polis along with Representative Matt Gray and Senator Faith Winter, then chairs of the Colorado General Assembly's standing committees responsible for oversight of transportation matters, created the Accountability Committee (Committee) with support from the RTD Board of Directors.

The purpose of the Committee was to provide an independent and objective analysis of RTD's operating model and to develop a set of recommendations to enhance agency operations and the statutes related to RTD. The Committee – comprising legislative and gubernatorial appointees and two ex officio members from the RTD Board of Directors and supported by staff assistance from the Denver Regional Council of Governments – established three subcommittees to facilitate discussions around three main focal points: governance, finance, and operations.

The Committee held its first meeting on August 10, 2020, and met on a regular basis through its final meeting on July 12, 2021. RTD Board members and staff attended and participated in the committee's meetings, as did RTD's General Manager following her appointment and installation in November 2020.

RTD received the committee's final report on July 20, 2021, establishing September 3, 2021, as the due date for RTD's response.

The Committee's recommendations were divided into nine general subject matter areas, with related individual recommendations grouped within the following headings:

- Spend Federal COVID-19 Relief Funds to Rebuild Ridership and Improve Operations
- Improve Operator Retention
- Develop Subregional Service Councils
- Explore Board Structure Modifications Subject to Additional Study and Input
- Explore FasTracks Options
- Improve Reporting Metrics and Transparency
- Improve Fixed-Route and Paratransit Service Provision
- Leverage Partnerships for Resources and Services

The Committee made more than 40 recommendations for the betterment of RTD's operational efficiency, and the agency agreed overwhelmingly with the vast majority of these recommendations.

The single recommendation upon which there was not alignment centered on the consolidation of discounted fares to cover equity populations. RTD is currently conducting a systemwide fare study and equity analysis, which will include extensive outreach leveraging culturally specific community organizations, including Black, Indigenous, and People of Color; youth; seniors; people with disabilities; people experiencing homelessness; veterans; and LGBTQI+ communities. This 18-month analysis is anticipated to address the concerns stated in the recommendation.

In sum, RTD and the Accountability Committee are aligned on many of the same issues. The agency welcomes the opportunity to continue to convene, collaborate, and partner with the community, customers, regional stakeholders, and the legislature and the Governor's office.

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Spend Federal COVID-19 Relief Funds to Rebuild Ridership and Improve Operations

The more than $700 million RTD will receive in federal COVID-19 relief funding provides a revenue source for RTD to implement the Committee's recommendations, in alignment with federal funding guidance. The Committee's recommendations for spending these funds are targeted at stabilizing RTD operations, restoring services, rebuilding trust, attracting new and returning riders, and helping the Agency recover from the COVID-19 pandemic. As pandemic restrictions ease and more employees return to the workplace, there is an urgent, time-limited opportunity to attract them to commute via transit before their post-pandemic behavior is locked into driving to work in a single-occupant vehicle instead.

Recommendation 1:

Provide a transparent process and make priorities clear.

RTD should provide full transparency during deliberations regarding the use of these federal dollars so that stake-holders and members of the public can follow the trade offs, including pros and cons of the RTD Board's decisions. RTD should clearly define its priorities for this funding, the issues being addressed by additional funds, and the amount of funding allocated to each priority.

This transparency should continue as funds are spent so the public can track expenditures. As there may be a year-end surplus because of these funds, the Committee requests accountability in the use of these dollars.

RTD Response: Agree

For RTD's March 29, 2021, response to the Committee's February 12, 2021, COVID-19 Relief Funds recommendations, see Appendix A.

RTD will continue to communicate, in public forums, the intended uses of federal COVID-19 relief grant funding according to FTA directives regarding eligible expenditures. RTD will present this financial information throughout the budgeting and forecasting processes to include trade offs under current financial constraints and also communicate funding priorities. In addition, RTD will provide regular updates, in public forums and on the RTD website, regarding the status of drawing federal COVID-19 relief grant funding and for which eligible expenditures those funds were applied.

Recommendation 2:

Strategically recall previously laid off front line employees.

The Committee acknowledges and supports RTD's decision to recall approximately 200 direct-service employees. However, in keeping with the above recommendation, RTD should explain the amount of its federal stimulus funding allocation needed to

recall these workers and the amount of funding remaining to support additional priorities. The focus of these recalls should ensure RTD has capacity to restore quality transit service, particularly to transit-dependent communities as quickly as possible.

RTD Response: Agree

RTD will carefully evaluate the human and financial resources necessary to restore quality transit service while ensuring that it meets the needs of RTD's customers within the constraining factors. RTD will continue to be transparent in presenting budget appropriations and the supporting funding sources necessary to meet those needs.

All represented bus and rail operations employees were recalled. For rail operations salaried employees, 60% were reinstated, with remaining positions requiring further organizational review and funding.

Recommendation 3:

Share federal funding with other transit service providers in the metro area.

There are several non-profit and community-based transit service providers in the RTD district. They supplement RTD's fixed-route and paratransit services, often at a cost lower than RTD could provide for comparable service. As with RTD, these providers have been impacted by reduced ridership and lost revenue due to the COVID-19 pandemic and would benefit greatly from funding, where appropriate.

RTD Response: Partially Agree

RTD is committed to collaborating with its partners on all levels, as evidenced by the $14 million in funding set aside in the agency's FY2021 budget to implement recommendations made by the Accountability Committee, the Office of the State Auditor and peer review panels convened by the American Public Transportation Association to enhance operations agencywide and to implement industry best practices.

As the direct recipient of federal funding, RTD is not legally permitted to disburse that funding directly but may apply it toward public transit expenditures for which it is eligible, including public transit services that are contracted with third parties and first- and last- mile solutions that fall within the auspices of providing public transit services.

RTD endeavors to leverage the qualifying services of non-profit, community-based and other service contractors with federal funding, recognizing the efficiencies that private sector services may offer, in providing holistic mobility options to the public that are within RTD's purview.

Recommendation 4:

Conduct a six-month pilot to rebuild ridership and attract new riders via a

reduced flat fare for local and regional routes and free fares for all or some of the discount groups (youth up to 19 years old, seniors 65+, disabled, and low income LiVE).

Market it as a simple, affordable, and easy to understand way to ride RTD and an incentive to attract returning and new riders. This will reduce costs for financially struggling essential workers who are still riding RTD. During the pilot program, use this time to explore other ways to improve affordability of existing and/or new pass programs, including LiVE, that can be put in place as a longer-term solution.

RTD Response: Partially Agree

RTD is currently undertaking a System-wide Fare Study and Equity Analysis to investigate and possibly implement fare changes that would provide several benefits to RTD customers compared to the current structure. This evaluation will consider fare value and a more simplified fare structure.

Under Title VI regulations of the 1964 Civil Rights Act, RTD is restricted in its ability to offer "pilot" programs in both duration and frequency. Route and fare changes of this nature are required to undergo a prescribed process, including an equity analysis.

That said, staff is committed to working with the Board to explore the implementation of potential temporary/promotional fare reductions to incentivize ridership across the system. One example of such a promotional

opportunity would be "Spare the Air" days, intended to improve air quality across the region, by offering free fare on all RTD services for a single day.

As part of the implementation of RTD's Strategic Plan, the agency will also consider the intent of this recommendation to attract ridership and the role it plays in defined success outcomes.

Recommendation 5:

Help rebuild and increase ridership by improving uptake and ease of use of passes.

Allow flexibility in the EcoPass programs and contracts so that more neighborhoods and businesses can participate. For example, allow master EcoPass contracts to support county-wide affordable housing programs and create more options for businesses to obtain employee EcoPasses for a subset of their workers. Consider discounts for bulk pass purchases.

RTD Response: Agree

RTD agrees with the Committee's recommendation and will further explore opportunities for pricing and ease of administration of pass programs as part of the Systemwide Fare Study and Equity Analysis. The study will include a robust public engagement process.
The current pass programs follow recommendations from a 25-member pass program working group convened at the request of RTD's Board. RTD and

many pass customers have experienced challenges with the current structure. The utilization pricing structure has been especially challenging for RTD to implement and has been a financial burden on many pass program clients.

Due to the pandemic, RTD has offered flexible solutions for pass programs. In 2020, staff provided refunds and credits based on the duration of the rear-door boarding policy from April through July, helping organizations remain in the program. Staff also adjusted contract totals due to organizations either closing or having a reduction in headcount. In 2021, staff allowed employers to exclude remote employees from their headcount when renewing. The agency also provided options for them to renew at the start of the year or renew at a later date with a prorated contract. Staff worked with larger employers – those having 3,000-plus employees – to adjust pricing based on lowered headcounts. Staff also worked with the state to offer alternatives by working directly with each agency to allow more flexibility. In addition, the agency worked with the Auraria Higher Education Campus to leverage a pilot program to accommodate the students and employees traveling to and from campus. Staff lowered the contract minimum for the neighborhood EcoPass program to provide flexibility and affordability for neighborhoods renewing later in the year. Staff also updated the policy to allow an organization managing multiple properties to include them all within one contract. In addition, RTD offers an alternative with its bulk fare purchase feature through the RTD mobile ticketing app that many organizations are taking advantage of as an alternative to a pass program.

Recommendation 6:

Help fund PEAK eligibility technicians/ caseworkers at county HHS departments to help people through LiVE enrollment and allow LiVE applicants to prove eligibility through verification documents from other assistance programs (SNAP, WIC, etc.). Continuing to get the LiVE ID cards in qualified participant's hands is essential and counties can provide this customer assistance, but need funding to help support this function.

RTD Response: Agree

RTD hears and understands the desire for such assistance. The agency currently provides funding to Denver Human Services (DHS) for personnel to assist with LiVE Program customer eligibility evaluations, customer service and all aspects of assisting LiVE Program applicants and customers. Those DHS employees were hired specifically for this purpose using RTD funding. RTD and DHS regularly work with other governmental and non-profit entities to train and provide support for their customers regarding the LiVE Program.

DHS has hired a LiVE Program Outreach Coordinator – a position funded by RTD – to assist applicants throughout the district at partner locations.

RTD will continue to investigate viable additional services when needed to assist LiVE Program applicants and will continue with community outreach efforts.

Review of State Performance Audit

Improve Operator Retention

Recommendation 7:

The Operations Subcommittee assessed and discussed the State Auditor Report's findings on operator retention and human resources. The report described a series of recommendations to address and improve operator retention. The Committee agrees with the findings of the report and encourages RTD to spend federal relief funding to support the implementation of the proposed recommendations.

Summary of report recommendations:

- RTD management should take additional steps to improve supervisory practices around performance feed back to address operator turnover.

- RTD management should improve its processes to help ensure that bus operators receive adequate rest breaks during their work shifts, in accordance with requirements in the Union Collective Bargaining Agreement.

- RTD management should improve its processes for assigning schedules to operators.

RTD Response: Agree

RTD is committed to improving its processes for effectively sourcing and onboarding candidates and broadening its retention, recruiting, technology, and compensation strategies. The following outlines planned efforts resulting from an RTD Human Resources workforce analysis conducted in June 2021:

Retention Efforts

- Training and Development – Implement tactical and strategical development efforts for all employees.

- Train all frontline supervisors and mid-level managers through courses on coaching, motivating, and developing employees; performance management; and proactive problem-solving (based on success outcomes).

- First Year Onboarding Refinement – Implement functional training tracking requirements that are scalable.

- Operational Mentorships – Reinforce Rail and Bus new mentorship programs designed to help new hires transition through their first year.

- Retention Incentives – Recognize top talent with desired behaviors with on-the-spot incentive awards.

- Recognition Programs – Drive all employees toward internal programs designed for encouraging each other.

Recruiting Efforts

Proactive Sourcing

- Attract talent by researching the ideal profiles and engaging with them directly (Sell).

- Generate leads for pipelining to meet attrition rates based on top sources (Plan).

- Engage in outreach events to increase underutilization areas (Track).

Tailored Advertising
- Based on existing education source data and common geographical areas of current new hires, align efforts with marketing to ensure that job advertisement platforms are matching identified profiles.

- Create niche marketing to strengthen RTD's brand. Ask, "Where does the ideal profile spend their time the most?"

Involve the Business

Involvement does not stop at attending job fairs or providing job advertise-ment sources – it also means engaging managers and delegates throughout the recruiting process once a candidate has been identified. Examples include:

- Engagement communications sent directly from superintendents once a candidate is invited to RTD information sessions.

- Supervisors creating excitement when 30/60/90-day milestones are met for new hires and promotions.

- Executive leadership fostering behaviors that are needed to succeed by "inspecting what is expected."

- Staff leaders at all levels engaging employees in a positive employee culture and experience.

- Meeting new employees and checking in throughout the onboarding and training process.

Technology Efforts

Involve key stakeholders in technological advancement studies that impact how RTD transports customers.
- What are the trends?

- How long before RTD can adopt new technology?

- What skills will be necessary to progress the new technology?

- Who currently possesses the necessary skills?

- What training will be needed to transition those without the necessary skills?

- Where do we find the necessary skills outside of RTD?

Create a "life-cycle" calculation to identify legacy technology retiring to stagger talent resources appropriately.

- What technology will be retiring and when?

- Who currently possesses the legacy skills?

- How long will it be before the legacy skills are no longer needed?

- Will RTD provide "retention bonuses" to those with these legacy skills to close out the technology when the time comes?

Compensation Efforts

RTD will continue to actively assess and bargain for a variety of options to optimize employee compensation consistent with the Collective Bargaining Agreement with the Amalgamated Transit Union Local 1001. Recently RTD and the union agreed to new incentives for employees taking on additional work and overtime pay beginning July 11, 2021.

Performance Feedback

RTD agrees with the recommendations of the Committee and the state auditor and recognizes that regular and timely performance feedback is important to operator development and retention. Some examples of current strategies include:

- Implementation of an operator mentoring program to provide one-on one assistance on successfully transitioning into the new position, guidance and support in meeting goals, and career development.
- Expansion of employee recognition programs to acknowledge operator trainees graduations, top performance, and customer commendations.
- Launch of employee suggestion hotline to improve communication and provide employees another avenue to provide feedback.

- Update of leadership training for supervisors to include creating a team environment of inclusion, celebrating successes, active listening, emotional intelligence, and providing constructive feedback.
- Maximized use of Workday HR Information System and other tools to increase accessibility of employee performance information to promote supervisor feedback.
- Identification of options for providing focused feedback during regularly established recertification or refresher trainings.
- Resumption of supervisor/manager ride checks.
- Increase in visibility of leadership at all levels consistent with pandemic safety guidelines.
- Development of process for conducting formal exit interviews to gather and share information to improve supervision practices and retention.

Bus Operator Rest Breaks

RTD agrees with the Committee's recommendations and the state auditor's findings and is committed to improving processes to ensure that all operators receive adequate rest breaks and to minimize fatigue risks consistent with the Collective Bargaining Agreement. When situations are identified with breaks not in compliance, operations leadership provides operator access to breaks by adjusting resources as available. In addition, operations is working with service planning to adjust schedules for a permanent fix

to the situation. Operators have access to an operator suggestion form, and these submissions are sent to service planning to help inform future service changes.

Bus Operator Schedules

RTD conveyed its support of the state auditor's recommendations in its December 2020 responses, and the agency's management continues to seek out opportunities to address operator quality of life issues. Recognizing that RTD cannot unilaterally implement all changes, as some are qualified as work rules and subject to the collective bargaining processes, RTD management continues in good faith to actively identify and implement solutions agreed upon by both parties consistent with the Collective Bargaining Agreement.

Some examples of current strategies include:

- Hiring additional part-time operators to eliminate split shifts, and assessing part-time operator flexibility

- Discussing options with union leadership for adjustments that would allow for a 15-minute break at the end of each run

- Refining operator feedback mechanisms, including the route management program to collect operator feedback regarding challenges with bid work and suggestions for schedule changes, to address issues related to service reliability, on-time performance, and operator quality of life and breaks

- Increasing communications with operators to ensure that all employees are aware of benefits available to them that are designed to improve work life balance, such as the Employee Assistance Program (EAP)

Governance and Executive Leadership

Develop Subregional Service Councils

The RTD Accountability Committee believes that RTD should have a more collaborative decision-making structure to increase input from local communities.

Recommendation 8:

Revise RTD's transit service planning process by establishing subregional service councils. Service councils will have responsibility for developing and recommending "local" transit service plans for the RTD Board's consideration. The Committee believes the introduction of this concept will:

- Improve collaboration between RTD and the communities it serves.

- Increase opportunities for public input through locally accessible forums.

- Advance social equity goals by developing community-based transit plans that identify transportation and service gaps, especially in low income and minority neighborhoods.

- Promote innovative mobility solutions at a local level consistent with the RTD Board's overall service goals and objectives.

- Provide an opportunity to address geographic equity and rebuild trust and transparency with constituents.

RTD Response: Agree

RTD agrees with the Committee's objective of increasing community collaboration in service planning and is committed to rebuilding trust and transparency with constituents. RTD values and appreciates customer feedback, as it enables the agency to plan services to best meet customers' needs. Moreover, collaboration in an earnest manner yields an optimal service delivery model by garnering an understanding of the customers' pain points and identifying solutions through a humanistic approach. In that spirit of collaboration, RTD will establish a working group of stakeholders to make recommendations regarding the purpose, role, operation, composition, and boundary concept model of the service councils. RTD will continue to evaluate ways to enhance the stakeholder listening session model to ensure that social equity remains at the forefront of service discussions and decisions with Title VI as a basis.

As part of RTD's enhanced approach to stakeholder engagement, the agency in early 2021 implemented stakeholder listening sessions as part of the service change process that occurs three times a year. These sessions provide an opportunity for RTD staff to solicit input that is considered in the development of the draft service plans that are presented to the RTD Board.

Recommendation 9:

Membership: The Committee recommends service councils be representative of the community-at-large. Service council membership shall include:

- Elected representatives, or their designee, from each city/town/county within each council district.
- A broad spectrum of community interests and geography to ensure social, economic, financial, and environmental equity considerations are represented.
- Transit Users: residents who live, work, or attend school within the council district.

RTD Response: Agree

RTD agrees that service planning and development must ensure that a broad spectrum of customer voices and stakeholders are heard and that local service plans should reflect, to the extent feasible and in keeping with good transit planning principles including equity, the priorities of the communities and other stakeholders. RTD will establish a working group of stakeholders to make recommendations regarding the membership on the councils.

RTD makes service adjustments three times per year and values receiving and evaluating feedback from its customers, to ensure that the system is serving the public to the greatest extent possible.

The agency holds public hearings to introduce proposed service changes and collect responses from customers and stakeholders. This process is open to the public and includes elected officials and community stakeholders. Comments are collected via phone, fax, email, and in-person or virtual meetings. RTD implemented a new stakeholder engagement process in early 2021 to enhance the opportunity for stakeholders to provide feedback about service needs and adjustments before a draft service plan is presented for public comment.

Stakeholder listening sessions are hosted prior to the development of service adjustments to collect input and information as transit needs evolve. These sessions are hosted within five geographic sectors based on travel patterns within the RTD service area. Currently, mayors or their designees, county commission chairs or their designees, city and county staff most engaged and informed about RTD service needs, and leaders of all regional transportation management organizations and associations are invited to the listening sessions. RTD holds additional listening sessions with key stakeholder groups that include major school and university groups and local coordinating councils.

The new stakeholder listening session process has been working well, and RTD staff continues to evaluate and adjust it as necessary. This format will include representation from various customer segments and be expanded to include dialogue about key, relevant transportation topics.

Recommendation 10:

Districts: The Committee recommends RTD establish a working group of regional stakeholders to comprehensively evaluate the following two service council boundary concepts to ascertain the best fit for the Denver region. The working group shall consider the role and purpose of the service councils, community cohesion and RTD staff resources in its analysis.

- County Boundaries: The RTD service area encompasses wholly or partially Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, and Jefferson counties. The establishment of service councils based on this pre-determined geo-political boundary would appear logical since local governments residing in the same county already have a familiarity with each other. Additionally, county-based service councils would be consistent with the already established DRCOG subregional forums which are utilized for transportation planning and funding decisions.

- Travel Shed: A valuable tool for visualizing and analyzing mobility patterns. In the Denver region, known travel behavior makes this concept a viable option particularly if fewer service districts is the objective.

RTD Response: Agree

RTD agrees with the Committee's recommendation to establish a working group of regional stakeholders to consider the role and purpose of service councils and to evaluate the two council boundary concepts of county boundaries and travel shed. The working group is paramount in the process of finding optimal solutions, in that discussions should be had so that pain points can be identified and solutions addressed through a comparison of boundary models.

Recommendation 11:

RTD Resource Allocation: The Committee acknowledges the critical role RTD plays in fulfilling the mobility needs of Denver area residents. Understandably, taxpayers are interested in having more information of how their tax dollars are being used to create an equitable transit system. As a result, the Committee recommends RTD develop and submit to the subregional service councils an annual report illustrating how the revenues generated in each subregion are used to provide transportation "value" to the residents of the subregion.

RTD Response: Partially Agree

RTD currently produces an annual report that details allocation of revenue and expenses by county across the eight counties within the RTD boundaries. RTD is an integrated transit system that crosses multiple jurisdiction boundaries across 2,342 square miles and uses resources that are centralized or cannot be accurately attributed to specific geographic areas. Following the subregional council workgroup's recommendations, RTD will consider producing a report illustrating how it provides value to subregion residents, as well as to the district and state as a whole.

RTD's 2021-26 Strategic Plan (see Appendix B) highlights a commitment to providing value to RTD customers as well as to the broader Denver metro region, and includes Community Value as a strategic priority. Beginning in 2022, quarterly reports will be available for tracking this success outcome.

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RTD Board of Directors

Explore Board Structural Modifications Subject to Additional Study and Input

The structure of the Board of Directors differs from some peer agencies. The Committee believes a deeper exploration should be pursued after Subregional Councils are implemented.

The Committee acknowledges a lack of consensus on how the structure of the RTD Board affects the effectiveness of its decision making, neither is there clarity on the existence of a problem with the Board's structure nor what that problem may be. In addition, the Committee is making a series of recommendations (e.g., Subregional Service Councils) which, if implemented, may impact Board operations. Finally, the RTD Board is proactively making changes to the structure of its Subcommittees and the organization has appointed a new General Manager, both of which present opportunities for modifying the functionality of the Board.

When coupled with these changes, the finding that RTD's Board structure differs from most other transit agencies is not sufficient for developing recommendations, as they simply note areas of differences and commonalities, as opposed to effectiveness. Therefore, it would be premature to develop recommendations for future Board structures and the Committee suggests further study and analysis be completed by an independent body with input from regional stakeholders.

Recommendation 12:

Specifically, the Committee recommends the following course of action:

- Following a reasonable period of time for the Committee recommendations to be implemented and results seen (e.g., two years), investigate the effectiveness of RTD's Board structure. In partnership with regional stakeholders, evaluate the historical context of RTD's Board structure, define Board effectiveness, success and efficiency, and evaluate past Boards' records for meeting these criteria. Determine whether and where problem(s) exists, and if so, develop a problem statement and recommended solution. If a problem does not exist or inefficiencies are not found, the RTD Board structure should remain unchanged.

- Where problems are identified or in instances where the Board could be operating more efficiently, conduct a deep and thorough study of RTD's Board structure in comparison with peer transit agencies and other agencies within the region. Further examine the findings in this assessment and develop an understanding of the impacts the implementation of any Committee recommendations.

- Based on the findings of the study, determine if a new Board structure would better serve both RTD and the region's constituents. If so, outline a new Board structure, including roles and responsibilities, and revise the by-laws if necessary.

RTD Response: Agree

RTD agrees with the Committee's finding that there is no consensus on whether there is a problem to solve with respect to the current Board structure. The agency looks forward to collaborating with the Office of the State Auditor (OSA), as part of OSA's 2024-2025 audit program, as it reviews the agency's progress on the implementation of the Accountability Committee's recommendations.

Moreover, the Strategic Plan includes four strategic priorities: Community Value, Customer Excellence, Employee Ownership, and Financial Success, which will serve as the functional pillars used to plan, develop, evaluate, and measure the agency's performance through oversight via its committee structure and overarching governance.

Further, the agency recognizes the importance of the role of the democratic process in the overall governance of the agency by way of the people's ability to select the Board's elected leaders, who are directly accountable to their constituencies.

Resource Prioritization Review and Financial Stability

Northwest Rail/Unfinished FasTracks

Explore FasTracks Options

The four unfinished FasTracks corridors, Northwest Rail in particular, pose a significant financial and operating challenge for RTD. These recommendations provide opportunities to explore achievable options while continuing to keep commitments to voters.

Recommendation 13:

The Committee supports the Northwest Rail alignment for the Front Range Passenger Rail (FRPR) corridor and recommends RTD pursue all reasonable partnership opportunities with the FRPR project. This route not only appears to provide significant benefits for the FRPR project but also offers an opportunity to leverage investments and services to support Northwest Rail.

RTD Response: Partially Agree

RTD is committed to exploring all viable avenues for the completion of the unfinished FasTracks corridors, as evidenced by the Board's recent adoption in August 2021 of the Cooperation Agreement among the agency, Southwest Chief, the Front

Range Rail Commission, and the Colorado Department of Transportation, the goal of which is to work toward a plan for passenger rail service along the Northwest Rail Alignment.

Front Range Passenger Rail (FRPR) currently has three alignments through Denver. Two of these alignments affect two RTD projects – Northwest Rail and North Metro. RTD will presents its analysis of pros and cons of both alignments for consideration. RTD will pursue all reasonable partnership opportunities with the FRPR project, to leverage investments and services. RTD has begun engaging in partnership efforts.

Recommendation 14:

RTD should work with local jurisdictions and DRCOG to explore opportunities for transit-oriented development and other strategies to increase projected ridership on the unfinished corridors.

RTD Response: Agree

RTD will continue to work with DRCOG and jurisdictions on local planning efforts around stations to encourage development in the vicinity of the unfinished corridors. RTD will encourage higher densities, walkability, a variety of access routes serving all modes (e.g., pedestrian, bike, auto, scooter), and forward-thinking zoning. However, RTD does not have land use authority and can only encourage transit supportive land use policy.

Key tasks within the overall study and what they influence
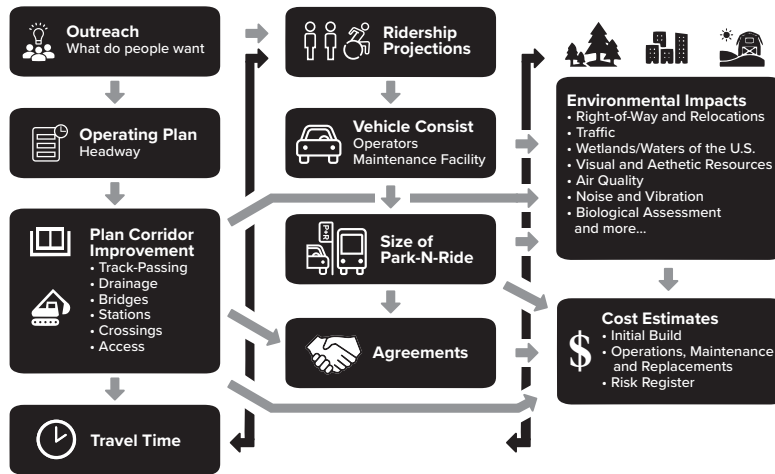
Recommendation 15:

RTD should investigate opportunities to increase non-RTD resources for transit stations including local cost sharing, grants, tax increment financing, or public-private partnerships.

RTD Response: Agree

RTD has used most of the above strategies on past projects and will continue to work with local jurisdictions and others to pursue non-RTD resources for project implementation and ongoing operations and maintenance. Reimagine RTD will establish a framework for partnerships so that local governments and other entities garner an understanding of RTD's process and requirements for partnering with RTD.

RTD regularly seeks additional funding opportunities and will continue to do so. The agency recently applied for a

Rebuilding American Infrastructure with Sustainability and Equity (RAISE) planning grant to aid in the planning of the Northwest Rail Peak Service Study. Seeking additional funding opportunities must fall within RTD's authority under enabling legislation and other laws, including Taxpayer Bill of Rights restrictions.

Recommendation 16:

RTD should perform a complete and comprehensive analysis of the Northwest Rail project to establish a common set of assumptions (including cost, ridership and timeline), and then engage in a regional discussion about opportunities and alternatives, both near-term and long-term, for the corridor.

RTD Response: Agree

This effort is currently underway. In February 2021, RTD staff briefed the Board on the current status of

Northwest Rail (NWR) as part of the overall FasTracks program. At that time, the Board supported staff's recommendation to work with jurisdictional stakeholders to develop an operating plan and budget to provide a Peak level of rail service to the corridor.

Since February, several engagement sessions have been held with jurisdictional stakeholders of the northwest region, and multiple presentations have been made to the Board regarding a comprehensive NWR Peak Service Study that will address different operational scenarios, viable vehicle technologies, fleet and infrastructure needs, lifecycle costing, risk and mitigation strategies, operational rights within the BNSF corridor, and independent capital and operating cost estimates to support Peak Service Operations.

The proposed study will support a clear understanding of the first phase of the commitment to deliver the Northwest Rail as outlined in the 2004 FasTracks plan. It will consider the potential future integration of NWR and the Front Range Passenger Rail from Boulder to Long-mont. The study will include extensive, robust community outreach. RTD plans to use the study deliverables as part of future contracts in connection with any property acquisition, key agreements, and design and construction should funding become available to implement NWR Peak Service. This comprehensive study is planned to be complete by the end of 2023.

To help complete this study, RTD plans to contract with a consultant group to conduct a study. RTD has been working with jurisdictional stakeholders to de-velop a scope of work. Staff is seeking formal approval from the RTD Board of Directors to transfer funds from the FasTracks Internal Savings Account for the study. RTD is working toward having this consultant team, which will integrate the work of multiple parties, on board by the end of 2021.

Recommendation 17:

RTD should work with CDOT and DRCOG to implement Bus Rapid Transit (BRT) projects in the northwest region, beginning with SH 119, as identified in the Northwest Area Mobility Study (NAMS) and the DRCOG 2050 Regional Transportation Plan. In any scenario, RTD needs to pay down its debt before it can build and operate Northwest Rail. In the interim, RTD should negotiate with the communities of the Northwest Corridor on how to provide more immediate mobility to the region, such as accelerating expansion of Bus Rapid Transit (BRT), while continuing to evaluate Northwest Rail options.

RTD Response: Agree

RTD is collaborating with DRCOG, CDOT, cities, and counties to implement the Regional Bus Rapid Transit Feasibility Study. RTD has committed $30 million for the implementation of BRT in the SH 119 corridor and is currently working with CDOT on advancing design.

Performance and Financial Reporting Transparency

Improve Reporting Metrics and Transparency

Recommendation 18:

RTD should take steps to provide prominent, accessible and easy-to-understand financial and performance information for the public, stakeholders, partners, and elected officials.

Service Performance

Operational Effectiveness
Increase ridership
• Percent boarding change by mode

Provide dependable service
• Percent of on-time performance by mode
• Percent of employee vacancies

Ensure fleet reliability
• Percent of vehicles over their useful life

RTD Response: Agree

System ridership and line-level performance will continue to be listed and enhanced with reports provided to the Board of Directors and listed published on the RTD website. Boarding data will be listed and compared with relevant time periods to provide clear and meaningful depictions of performance.

With regard to fleet reliability and the percent of vehicles over their useful life, RTD currently uses the manufacturer/Federal Transit Administration (FTA) recommendation of 12 years or 500,000 miles as the useful life benchmark in its asset management program for all fixed-route vehicles and 5 years for all non-fixed-route revenue vehicles. RTD is developing a cost- and data-based replacement process for all vehicles that will allow the agency to build a strong replacement strategy. This information can be leveraged in the development of a public-facing web portal to showcase RTD's progress.

Recommendation 19:

Operational Efficiency

Efficiently manage finances
• Operating cost recovery ratio

• Percent change in fare revenue

• Percentage of cost per mile as compared to peer agencies

Achieve outstanding financial performance
• Bond Rating

RTD Response: Partially Agree

RTD regularly evaluates service performance for operational efficiency and adjusts services three times or more annually as necessary.

RTD regularly achieves outstanding financial performance within RTD's con-

trol and generally only has the ability to respond to, and not foresee or prevent, external factors such as economic downturns, pandemic impacts, and legislation. RTD has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for 28 consecutive years. RTD has been effective at implementing innovative financial solutions to complete many expansion projects, has refinanced debt for interest savings, has pursued many other opportunities for efficiencies, and will continue to do so.

RTD was responsive and successful in addressing the significant unprecedented impacts of COVID-19 by reducing expenditures while also ensuring employee and customer safety and continuing to provide vital public transit services. The FTA has verified that RTD has adhered to all fiscal requirements.

As RTD implements its Strategic Plan and identifies strategic priorities and success outcomes, measurement tools will be implemented.

Pertaining to RTD conducting a study and benchmarking against peer agencies, specifically the metric for cost per mile, there is no current industry standard for whole life cost or cost per mile. RTD asset management and vehicle maintenance are currently working on developing an ISO 55000-based whole life cost/cost per mile model that will enable RTD to compare cost per mile to peer agencies.

This project is expected to be completed by the second quarter of 2022.

Recommendation 20:

Customer Experience

Provide an excellent rider experience
- Percent of time passengers are in crowded conditions

- Average facility and vehicle cleanliness complaints per month

- Overall customer satisfaction and/or net promoter score

Engage with customers
- Call answer rate efficiency (in seconds)

- Average time to resolve customer issues

RTD Response: Agree

RTD agrees that monitoring key performance metrics and providing accessible performance information on the customer experience is critical. RTD has recently converted to a new customer relationship management (CRM) system through the Salesforce Service Cloud platform. Staff is now able to capture and report customer comments, commendations, and complaints in a much easier fashion. Statistics related to service quality and issue resolution are shared quarterly with the RTD Board of Directors. These data can be reformatted using Microsoft Business Intelligence (BI) software to enable the public to more easily access the information.

With the recent conversion to Salesforce, staff also has enhanced reporting capabilities that can support publication of service quality-related statistics such as these via a reporting page on the RTD website. Data on crowding is not available for 100% of the vehicle fleet at this time (it is available on 70% of the bus fleet and 100% of light rail and commuter rail vehicles). Staff is revising the process to capture and report customer feedback in a more holistic fashion. Customer Excellence is a strategic priority in the agency's new Strategic Plan, which encompasses customer engagement and enhancing the customer experience. Moreover, the success outcome for the Customer Excellence priority for 2022 is to establish a baseline for the Customer Net Promoter Score and to increase that number by 5%.

Recommendation 21:

Community Engagement

At this time, metrics capturing the success of community engagement are not proposed. While the Committee prioritized this metric area, there are insufficient peer examples from which to draw. Below is a list of stretch metrics that may be considered at a later time when there is a better understanding of what success would look like and/or data becomes available:

- Positive contribution to the region

- Percent increase in positive public impressions (multi-media)

- Number of successful partnerships

RTD Response: Agree

As part of the agency's recent strategic planning process, key metrics and tactics have been developed to support strategic priorities and the achievement of success outcomes. The communications department has outlined several activities to enhance community and stakeholder engagement and metrics to measure the effectiveness of those activities.

Community engagement efforts serve a number of purposes for RTD, including establishing relationships, providing educational opportunities, recruiting new customers and enriching the experience of existing customers, informing and soliciting feedback or comment, and creating a positive image. The metrics for each of these purposes vary and are embedded in the goals and desired outcome of the outreach. In the community engagement/outreach realm, it is often difficult to measure the impact of activities and the positive influence they have on target audiences.

The current practice is to collaborate with regional partners to expand the reach of RTD's communication and engagement efforts. Community engagement performed directly by RTD is monitored and measured to determine effectiveness toward the intended goal on a case-by-case basis. Primary measures of success may include the number of target audience members reached, the quality of information exchanged, the amount of input or comments received, and the volume of questions or concerns addressed.

Recommendation 22:

Equity and Accessibility

Serve all populations
- FTA Title VI Triennial review compliance

- Percent of customers indicating service frequency meets their needs

Serve all customers
- Adherence to ADA zero denials request mandate

- Average ADA complaints per boarding

- Equity and Accessibility Stretch Metrics

The Committee noted that the metrics outlined above, while measurable and applicable, do not capture the full spirit and importance of measuring equity and accessibility. As such, stretch metrics have been identified for further consideration. These stretch metrics will require a clear definition of terminology and success. In some cases, these metrics may require access to data that is not currently available:

- Percent of minority/low-income people with access to the system

- Percent of households within a 10-minute walk or roll of high-quality mobility options (consider how affordable housing may also be incorporated)

- Average wait time by service mode

- Ratio of average fare to national average

- Average number of transfers per trip

- Calls answered for paratransit

RTD Response:

Partially Agree

RTD will evaluate and consider each of the recommended metrics for reporting purposes as the RTD Strategic Plan is implemented, consistent with the identified success outcomes and metrics.

Recommendation 23:

Environmental Impact

Protect the environment
- Percent increase of low emission vehicles in fleet

The Subcommittee noted that the metric outlined above, while measurable and applicable, does not capture the extent to which RTD is impacting the regional environment. As such, stretch metrics have been identified for further consideration. These stretch metrics will require a clear definition of terminology and success. In some cases, these metrics may require access to data that is not currently available. It would also be helpful to use metrics that show how RTD is contributing to already-established regional, statewide, and federal metrics on ozone and greenhouse gas emission reductions.

- Pound of seasonal air pollutant prevented (NOX in summer and PM 2.5 in winter)

- Pounds of CO_2 per passenger miles traveled

- Total facility energy use

RTD Response:

Partially Agree

RTD shares the Accountability Committee's passion for environmental stewardship. The agency is committed to its role in serving as a vital contributor toward the reduction of the region's overall carbon footprint. Increasing ridership on public transit reduces the number of cars on the road, which in turn reduces fuel consumption and vehicle emissions per passenger mile and improves overall air quality. According to the American Public Transportation Association, when compared with single-occupancy vehicles, public transportation produces 95% less carbon dioxide, 92% fewer volatile organic compounds, 45% less carbon dioxide, and 48% less nitrogen oxide.

RTD will evaluate and consider each of the recommended metrics for reporting purposes as the RTD Strategic Plan is implemented, consistent with the identified strategic priorities, success outcomes and metrics.

All RTD fixed-route vehicles are clean burning diesel or electric. Both types of vehicles are considered "low emission." All other vehicles meet the emission standards for the year when they were manufactured. RTD, in partnership with others, also monitors its impact on regional air quality by removing vehicles from the road and reducing traffic congestion.

Further, RTD will consider and evaluate environmental impacts through the employment of specific tactics and metrics as the agency embraces Community Value as one of its four strategic priorities and will advocate for environmental stewardship among the priorities in the agency's legislative agenda.

Recommendation 24:

Safety

Operate a safe system
- Number of preventable accidents per 100,000 miles

- Number of signal violations

Keep employees safe
- Number of reported employee equipment accidents

Keep the system secure
- Offenses per 100,000 riders

- Average response time to emergency dispatch calls

RTD Response: Agree

Operations will work in collaboration with safety to implement these performance reports.

As part of the Strategic Plan, staff has created metrics and actions that reduce the number of preventable vehicle accidents and reduce on-the-job injuries.

RTD agrees that its safety and security divisions must ensure the safety and security of employees and customers.

RTD is currently working to address these issues by committing to the following:

- Leveraging a dedicated crime and safety data analyst to focus on the collection of information that will be used to provide smarter and more focused deployments in the field.
- Using emergency management to assure internal and regional coordinated response to critical incidents and natural disasters.
- Conduct a systemwide safety-focused threat and vulnerability assessment to address impactful methods of reducing preventable injuries and accidents.

Use data to expand the level of safety staffing required to consistently work with managers across divisions, with a focus on implementing RTD's safety management systems and Public Transportation Agency Safety Plan.

Recommendation 25:

Provide a simplified version of financial budget information that includes a simple one-page budget document that is more accessible to the general public and easy to follow. Consider use of public focus groups to help craft content and format.

Currently, RTD's website provides a great deal of financial information which is challenging to sift through and understand. While this amount of detailed financial information may be useful in some situations and should

remain available for the public, RTD should create (and update quarterly) the following:

- A basic budget document (ideally in a one-sheet format). This should be a high-level summary document that contains revenues and expenses by category in relation to the current adopted budget. (provide link defining key terms)
- Capital project schedule and expenditure information, updated at least quarterly.

RTD Response: Agree

RTD currently provides a great deal of information in the interest of public transparency and recognizes that it can be provided in a more succinct and user-friendly fashion, more easily understood by the diverse audiences using this information.

RTD will develop the information to be presented in a more user-friendly dashboard format that also reflects key measurements, tracking success outcomes in relation to RTD's strategic direction.

Recommendation 26:

Provide explanatory information on RTD's budget and the process it uses to form and finalize this budget.

Even in a basic format, financial information can be difficult to interpret. By supplementing the above

recommendation with a high-level summary "translation" of the budget in easily understood language, RTD can help improve the lay person's grasp of the information. Alternative formats, such as videos, also provide viable options. A layperson's overview of the budget itself would be useful, including available revenue streams, primary expense categories, and defining terminology such as "Base System" and "Farebox Revenue." This is also an opportunity to explain the fact that fares do not cover the full cost of a ride, which is a common mis-perception. RTD should provide the following:

- A description of the budget adoption process and the role of the Board of Directors.
- A description of how the budget aligns with RTD's mission and performance objectives.

RTD Response: Agree

- See response to recommendation No. 25

Recommendation 27:

Include financial information on FasTracks that is easy to follow.

Given the public interest in and scrutiny of the FasTracks program, RTD can improve upon the availability of public access to up-to-date financial information by enhancing its well-developed FasTracks website to provide this data. The updated information should describe the FasTracks Internal Savings Account (FISA), how it is used, and any additional resources that help stakeholders and the public understand the status of FasTracks projects. In developing this content, RTD should be mindful of public awareness when using undefined terms such as "FasTracks," "Base System," etc.

RTD Response: Partially Agree

RTD currently provides a great deal of information in the interest of public transparency for FasTracks and will continue to update specific information as warranted.

While FasTracks is an RTD capital expansion program, those efforts are part of an integrated transit system. RTD's intent is to disabuse the notion that its base system and FasTracks are separate or have competing interests, and that together they will continue to provide excellence for the entire RTD family of services.

Recommendation 28:

Provide a long-term vision for the use of federal stimulus funds as they continue to flow.

To date, federal stimulus money received by RTD from the CARES Act and CRRSAA has totaled over $430 million. The Agency is also expected to receive a third allotment from the most recent stimulus package. RTD should provide a quarterly report with a full accounting on the use of these funds as well as share its priorities for the third allotment, especially as these funds exceed what is needed to cover base operations (including personnel costs). Materials should explain restrictions on stimulus dollars (what they can and cannot be used for) and should provide, where relevant, a connection to the Committee's recommendations regarding the use of additional federal relief funds.

RTD Response: Partially Agree

RTD agrees to continue to provide transparent reporting regarding the intended use and actual grant draws of COVID-19 relief funding in a timeframe that is relevant to emerging issues that arise rather than simply on a quarterly basis.

This funding is not "stimulus" funding and is not new money available for new initiatives, as is evident in the eligible expenditures promulgated by the FTA as well as the terms "relief" and "rescue" in the titles of each of the apportionments. Rather, it is relief funding provided in response to the significant declines in ridership and revenues experienced from COVID-19, with the intent to sustain vital public transit services.

The future state of public transit and continued funding is far from certain, and RTD will continue to efficiently apply this funding to sustain public transit services and maintain existing taxpayer public transit investments in a state of good repair.

Improve Service to All Riders

Service Delivery

Improve Fixed-route and Paratransit Service Provision

Recommendation 29:

The Committee recommends the following actions to improve fixed-route and paratransit service provision:

Accessibility + Infrastructure
Improve accessibility at light rail and fixed-route stops. Proposed solutions include:

- Zero-stair entrance at transit stations.

RTD Response: Agree

RTD agrees with the Committee's recommendation and is committed to continuously identifying opportunities for improving accessibility for all customers. Further, the agency recognizes the importance of collaborating with its jurisdictional partners to work toward enhancement of access in areas adjacent to RTD's stations, stops, and platforms.

All light rail facilities meet or exceed the requirements of the Americans with Disabilities Act. Access is provided via walkways, ramps, stairs, elevators, escalators, and light rail boarding high blocks. RTD has 9,702 fixed-route stops on the streets controlled by the

Colorado Department of Transportation (CDOT) and local cities and counties. RTD does not have auspices over the sidewalk or the property. RTD collaborates with local jurisdictions to make each new or relocated fixed-route stop accessible. The agency also provides technical assistance in designing and constructing accessible bus stops, and it actively seeks grant funding and partnerships to advance this effort. Recently, RTD received a Safer Main Streets grant from CDOT that will advance this effort.

- Standardize wayfinding signage and directional grooved pavement, ensuring some level of consistency across similarly designed stations to ensure people who are blind can navigate transit stations.

- Improve audio announcement systems to assist those in the blind community.

- Identify a list of accessibility improvements with disability and mobility advocates and seek funding to implement these projects, including federal infrastructure dollars as they become available.

RTD Response: Partially Agree

RTD recognizes that promoting consistency to the extent possible across its stations supports the ability of customers with disabilities to navigate transit stations. RTD will reevaluate the wayfinding signage criteria for the visually impaired communities. RTD last looked at the directional grooved pavement issue in 2018 and 2019, in partnership with the

city and county of Denver for the 16th Street Mall reconstruction. RTD also reviewed this matter over five years ago, and no consensus was reached at that time with the blind community about what measures to deploy. RTD will conduct community outreach to reevaluate whether visually impaired communities have a strong preference for any particular solution and to understand their pain points and issues.

RTD will continue to check if any existing systems on vehicles and within public facilities are not operating as designed. Desired improvements can vary in scope and complexity to implement, along with associated financial implications. The time to implement any proposed improvements will also vary with the complexity.

- Using existing survey data, work in partnership with municipalities to standardize and improve bus stop placement to ensure greater accessibility.

RTD Response: Agree

Bus Stop placement is affected by many factors: route efficiency, network connectivity, safety, adjacent land uses, the roadway geometry and traffic speed, traffic signalization, land available, and slope of the area. Property owners sometimes advocate against having a bus stop in front of their property. Local jurisdictions issue the permits for work on bus stops and are closely involved in the process.

RTD has standardized bus stops designs that are published in the RTD Bus Infrastructure Standard Drawings 2016. An extract is below:
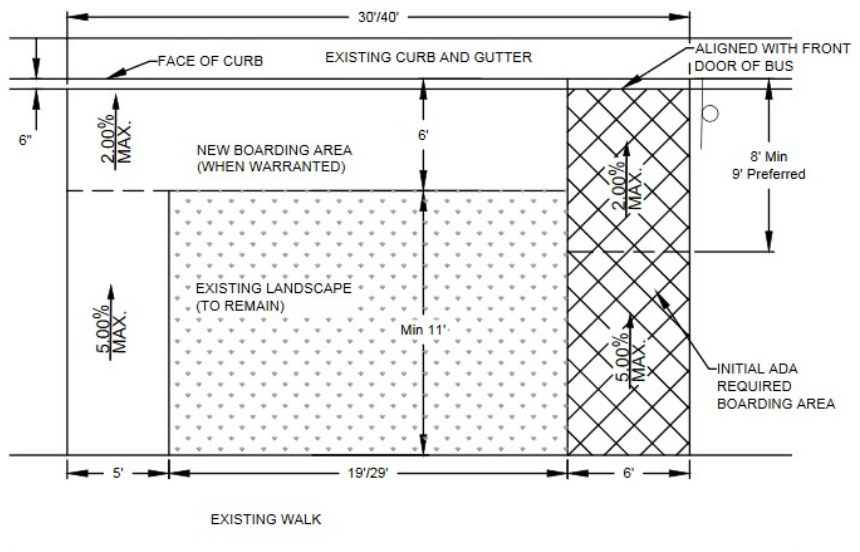
RTD will continue to work in partnership with CDOT and local jurisdictions to make each new or relocated fixed-route stop accessible. RTD uses aerial imagery and site visits to determine the initial placement of bus stops. As mentioned, RTD has 9,702 fixed-route stops on the streets and does not have control over the sidewalk or the property. Some streets do not have sidewalks.

Recommendation 30:

Multimodal Transportation

Work with micro-mobility partners and municipalities to ensure transit stations have diverse mobility options (e-bikes, scooters and other multi-modal devices including 3- and 4-wheel for people with mobility issues) to provide customers the last-mile connection.

RTD Response: Agree

RTD will continue to actively work with micromobility partners and municipalities to improve first- and last-mile connections to RTD facilities. Notable projects already completed or in progress include: stenciled micromobility parking areas at many RTD stations, with operators encouraged to locate scooters and e-bikes in these areas; and an FTA Accelerating Innovative Mobility (AIM) grant, which will integrate multimodal trip planning and fare payment with an e-scooter operator in Denver. RTD has an existing policy in place to enable use by scooter companies.

Source:
Focused 2019 Travel Survey

Work in coordination with municipalities and anchor institutions to coordinate land use and transportation planning to ensure a comprehensive network of transit-only lanes on major routes and equitable transit-oriented developments.

Recommendation 31:

Service Delivery

• As Reimagine RTD continues its work, have this advisory body focus its redesign efforts on prioritizing the travel needs of frequent transit users, including bus rapid transit.

RTD Response: Agree

The Reimagine RTD System Optimization Plan emphasizes service to essential workers and customers who have continued to use RTD's services throughout the pandemic. RTD will continue to work to serve the travel needs of all its customers, including those with different needs and abilities. The agency works to maximize service to all current and potential customers, and it has conducted studies to pri-oritize the development of bus rapid transit corridors. RTD will use a universal design philosophy.

Figure 6-2: Age by Transit Mode
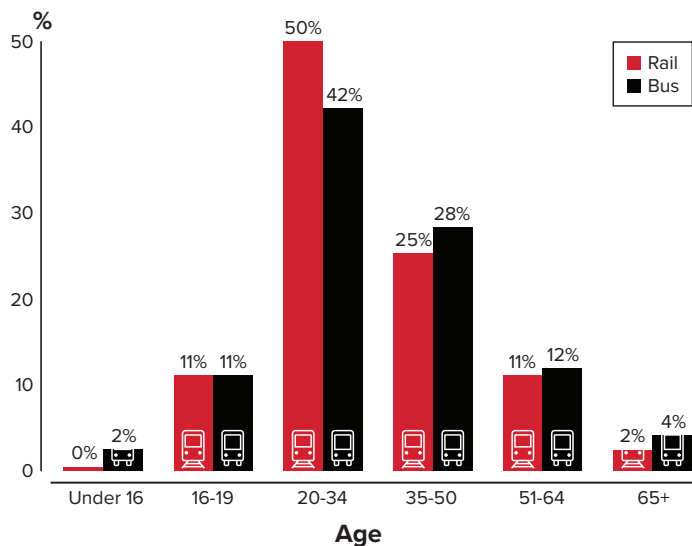
Table 5-17 What is your age?

Age	Linked (%)
Under 16	1.6%
16-19	9.8%
20-34	44.3%
35-50	28.1%
51-64	12.3%
65+	3.8%
Total	**100.0%**

Table 5-17 shows the age of RTD passengers. Forty-four percent (44.3%) of passengers reported their age to be between 20-34 years old. The next highest age category was 35-50 (28.1%), followed by 51-64 (12.3%).

RTD Response: Agree

RTD will continue to work with municipalities to pursue transit-only lanes on major routes. Denver has designated several exclusive bus lanes downtown. RTD does not have jurisdiction over land use, but it works in collaboration with local jurisdictions to encourage station area master planning. While RTD does not work directly with anchor institutions, it works with jurisdictions and local municipalities that traditionally coordinate these efforts.

RTD encourages transit-oriented development (TOD) both at and adjacent to its stations, and it has staff dedicated to this effort. RTD staff coordinate with jurisdictions to support transit-supportive land use, as well as with private developers to encourage density at stations and reduce parking ratios. Development around stations has been significant in recent years; within a half-mile walk of high frequency stations, there are 50,000 residential units, 11 million square feet of office space, 1.5 million square feet of retail space, and over 4,000 hotel rooms. In February 2021, the RTD Board approved an equitable TOD policy that encourages affordable housing development on RTD land by offering affordable projects greater flexibility.

• Support limited access for pick- up by on-demand services like Taxi, Uber, Lyft and others that are providing transportation for those with disabilities. Designated areas at the station would help provide a seamless connection for transit riders.

RTD Response: Agree

RTD stations are designed with a "Kiss-n-Ride" area, designed for public access for picking and dropping off customers. Taxis, Uber/Lyft, and other transportation providers have this area available to them, as does the general public. RTD will assess the feasibility of designated spaces by July 2022 and will evaluate access for individuals with disabilities for access to pickup areas.

Partnerships

Leverage Partnerships for Resources and Services

Partnerships with local governments, non-profits, business, and institutions offer opportunities to leverage and expand RTD resources and services.

Recommendation 32:

Leverage existing and new partner-ships to improve service efficiency and grow ridership. RTD should emphasize partnerships with local governments, anchor institutions, transportation management organizations (TMOs) and employers or employment centers who have a unique understanding of local mobility needs.

RTD Response: Agree

RTD agrees with the Committee's recommendation and is proud to be a key partner in the regional collaboration model the Denver metro area is recognized for nationally. RTD is committed to continuing to bolster and build partnerships, which will be key to meeting current and future transit needs and connecting customers to the places they want and need to go.

RTD is in the process of developing a clear and streamlined process by which local governments, anchor institutions, transportation management organizations, non-profits, and others can submit partnership requests. This will encourage innovation in how

service is delivered while establishing a consistent process and transparent criteria for review of all partnerships. This process can potentially be applied to all partnerships in which RTD engages.

Recommendation 33:

Incentivize communities to enter cost-sharing arrangements with RTD to provide new or existing local transit solutions in an effort to minimize service gaps and increase ridership.

RTD Response: Partially Agree

RTD supports partnerships that use grant or local funds to expand service to customers and communities without negative impacts to existing service. Fiscal constraints would limit the success of such efforts and potentially tip the balance of service equity toward more affluent communities, as RTD would need to shift funding away from existing service to fund such partnerships.

It is more common that RTD fully fund and operate service in cooperation with groups that are not local governments, non-profits, business, and institutions. RTD is committed to continuing to better understand the transit needs of the communities it serves and will continue to foster collaborative efforts to improve access to transit service throughout the district.

Recommendation 34:

Explore opportunities to provide cost-effective local transportation services through collaboration with existing mobility service providers (e.g., Via, Uber, Lyft) in areas where traditional fixed-route service may not be the most appropriate mobility solution. Also, explore opportunities to contract with other third-party providers that may specialize in a particular service (e.g., paratransit) at a reduced cost.

RTD Response: Agree

RTD is committed to continuing to explore collaboration opportunities with current and new third-party service providers. RTD currently contracts with Via for paratransit services. RTD supported Via's assumption of the Seniors' Resource Center (SRC) in 2021 to help maintain continuity of service. RTD's paratransit program has contracted with Uber to pilot an on-demand service to provide service for same-day trips. RTD is developing a request for proposal (RFP) for 2022 service that will allow for the inclusion of any transportation network company (TNC), taxi or non-emergency medical transportation (NEMT) company into RTD customers' on-demand service solutions.

DRCOG and RTD worked with multiple service providers in the RTD service area to pilot a trip exchange through December 2020. Branded as Ride Alliance, the pilot allowed service providers to exchange trips through a shared software platform to help meet demand. It was a proof of concept that provided a better understanding of what works when engaging multiple software vendors, and developed a more concise scope of work for the soon-to-be-released RFP for paratransit software.

RTD FlexRide entered into an agreement with Metro Taxi at the end of 2021 to demonstrate a new service delivery model for FlexRide service that meets RTD's customer demand and is more cost-effective.

RTD is working with Boulder County to establish a pilot cost-sharing program to provide taxi vouchers to subsidize service between Lyons, Longmont and Boulder, to replace service that was suspended due to the COVID-19 pandemic. The agreement will be executed before the end of 2021.

Recommendation 35:

As more federal relief funds become available, expand these partnership opportunities to improve service efficiency.

RTD Response: Partially Agree

RTD supports this recommendation in concept, because, through joint efforts, mobility options can be enhanced for various customer segments with differing transit needs. This could be achieved using sales and use revenues, as opposed to the use of federal funds, as direct disbursement of federal relief funding for these purposes would be impermissible.

Expansion of partnerships is limited, given the need to ensure that operational partnership must meet the same terms and conditions as RTD when providing service for its customers. It is unknown whether additional relief funds will be forthcoming. As demand returns post-pandemic, RTD will work to identify opportunities that will raise the bar on efficiency; however, they may not be directly linked to the availability of additional federal funds. As RTD looks for partnerships that create or allow for increased efficiencies, such enterprises would allow for control or decrease costs. Increased federal funds should not be required to engage in these partnerships.

Recommendation 36:

Consider developing a competitive Innovation Grant program to drive bold ideas to increasing ridership. Recipients would receive funds to dive deeper into project concepts and implementation, creating models of innovation for the entire service area.

RTD Response: Agree

RTD supports an innovation grant program concept and agrees that such a program would enhance opportunities to partner with entities driving change and positive disruption in the transit space. RTD had a similar program in the past related to small, transit-supportive infrastructure partnerships with local jurisdictions. RTD can explore a framework for incenting innovative projects that increase ridership related to first- and last-mile and local transit

service enhancements. Performance metrics will need to be established to ensure a strong relationship between cost and ridership. For service enhancements, there will need to be a strong tie to the agency's service standards. This type of incentive-based program will require RTD to set aside funds as part of its annual budgeting process.

Recommendation 37:

Encourage RTD's public-facing dashboard to include a component that highlights existing private and public partnerships.

RTD Response: Agree

RTD will include information highlighting these partnerships as it develops and implements a public-facing dashboard.

Recommendation 38:

Regularly evaluate the success of existing partnerships by predetermined metrics and "re-scope" relationships to ensure maximum benefit.

RTD Response: Partially Agree

RTD currently completes a thorough evaluation before entering partnerships and will continue to do so. As mentioned in response to Recommendation 32, RTD is in the process of developing a new process for evaluating existing partnerships and new partnership requests. RTD is limited in its ability to

modify existing contractual relationships and will continue to evaluate and amend existing relationships where warranted and allowed.

Recommendation 39:

RTD should pilot First/Last mile projects such as the First/Last Mile RTD FreeLift Loop partnerships to build ridership, especially among disadvantaged communities. FreeLift pilots would serve communities more than a mile from rail stations and be available only to RTD pass holders. The service would be operated in partnership with TNCs or nonprofits such as Via Mobility Services and pick up passengers at designated stops along a designated loop route.

RTD Response: Agree

RTD agrees with the Committee's recommendation. The agency currently has several pilot programs to address first- and last-mile connections and is also in discussions with a diverse group of entities throughout the district about future opportunities to partner with RTD.

RTD embraces engagement with its partners and its commitment toward finding innovative solutions as evidenced by the agency's ongoing efforts to identify opportunities for first- and last-mile projects, especially those serving disadvantaged communities. In the past, RTD tried pilot projects in partnership with local jurisdictions and other entities with both Lyft (Centennial) and Uber (Commuting Solutions), and is more than willing to look at additional pilots related to first- and last-mile solutions in the future. RTD has been coordinating with the city and county of Denver on its e-scooter and e-bike program, which requires specific allocations of these vehicles in disadvantaged neighborhoods.

Fares and Pass Programs

Simplify Fares and Pass Programs

RTD's fare structure and pass programs are complex and can be difficult to navigate. Also, RTD fares are some of the highest in the country. The Committee recommends simplifying fares and pass programs and making them more affordable to improve the customer experience and increase ridership.

Recommendation 40:

Consolidate all discounts into a free (or at least highly discounted) fare that would cover equity populations (youth, senior, disabled, and low-income).

- Recognizing the potential barriers to free fares, the Committee recommends consolidating fares as single 50% discount.
- RTD should explore increasing the eligible age categories for free fares up to middle school or even high school aged youth.

RTD Response: Disagree

Rather than separately addressing its discounted fare programs, RTD is currently undertaking a first-of-its-kind systemwide fare study and equity analysis consistent with Title VI of the Civil Rights Act of 1964 and guidance from the Federal Transit Administration. The study and analysis will include

extensive outreach leveraging culturally specific community organizations, including those serving the Black, Indigenous and People of Color; youth; seniors; people with disabilities; the unhoused; veterans; and the lesbian, gay, bisexual, transgender, queer or questioning, and intersex (LGBTQI+) community. **(See Appendix C)**

Part of this endeavor is to assess RTD's fare structure and pass programs. RTD will explore the recommendation to increase the LiVE Program discount to 50%.

Recommendation 41:

Identify strategies to simplify pass structures.

Implement a "family plan" benefit for all RTD pass-holders, where an adult can purchase fare media using one smart card for their multiple individuals. Standardize existing group pass programs (EcoPass, NEcoPass, College Pass) into one brand, EcoPass, which is deeply discounted and focused on incentivizing use.

- Explore a "pay as you go" pass with fare capping/accumulators.
- Make EcoPass available to every employee in the district (~1.5 million) through a monthly, per employee transportation fee assessed on employers.
- Explore the implementation of a recurrent "membership" model.

Incentivize individuals and organizations to purchase passes in bulk by:

- Providing discounts for bulk purchases.
- Enabling contributions to mobile wallets from multiple entities: both the employee/resident, and from employers/governments/non-profits, allowing employers to match contributions directly on the pass media of the employees.

Explore a "connect card" that allows riders to use transit fare across various entities (for example: CDOT's Bustang, and microtransit/mobility options).

Replicate pass types on the mobile platform with fare capping/accumulators (e.g., if you purchase fare amounts that add up to a day/monthly pass, your fare is automatically converted as opposed to over paying).

RTD Response: Partially Agree

RTD agrees that there are opportunities to simplify its pass programs. RTD also agrees with the intent of these fare program recommendations and will consider them in connection with its systemwide fare study and equity analysis consistent with Title VI of the Civil Rights Act of 1964 and guidance from the Federal Transit Administration. RTD is currently studying or implementing some of the strategies identified. RTD's mobile ticketing vendor is assessing the feasibility of a mobile wallet feature for RTD. Following this work, RTD staff will be evaluating the cost and feasi-

bility of implementing this feature. Last year, RTD was awarded an Accelerating Innovative Mobility (AIM) grant to update the Transit app to allow customers in a single transaction to plan, book, and pay for an RTD ticket and a CDOT Bustang ticket, and to unlock and book a scooter. The project is currently in the early planning phase, with a target launch date of summer/fall 2022. Finally, RTD will be implementing a new fare collection system that will include fare capping starting in 2022 as described in the recommendation.

Recommendation 42:

Convene community, business and anchor institutions (hospitals, universities, school districts) utilizing passes on a regular basis to determine updates to the agreements.

RTD Response: Partially Agree

RTD staff currently holds meetings and workshops with pass program clients throughout the year and reviews pass program contracts annually. As part of the agency's systemwide fare study and equity analysis, staff will evaluate ways to enhance engagement with pass program clients and stakeholders. Staff will consider increasing the consistency and frequency of meetings to promote collaboration with and receive feedback from pass program customers.

Recommendation 43:

Implement equity in fare evasion enforcement.
The fine for fare evasion on RTD services is $75 and is set by State statute. Given that fare evasion and illegal parking are similar offenses, this raises some equity concerns that transit riders pay higher fines than car drivers. State lawmakers and RTD should explore legislation to address this inequity and assure comparable fine levels for fare evasion and parking violations.

RTD Response: Partially Agree

RTD does not have authority to set fines for fare evasion. Fare evasion fines are governed by state statute, which designates failure to present a valid transit pass as a non-criminal traffic infraction punishable by a $75 fine (C.R.S. §42-4-1416). The clerk of the court in the city and county of Denver retains fines for violations within that jurisdiction. The state judicial department retains fines for violations in any other county.

House Bill 2021-1186 eliminated the prior caps on RTD's authority to assess a penalty for failure to pay a parking fee at a district parking facility. RTD will consider the $75 fare evasion fine as it sets future penalties for failure to pay a parking fee.

RTD's procedures promote uniform fare enforcement, such that when fare is checked on RTD vehicles, it is done so consistently from one end of a vehicle to the other, asking all customers to show valid paid fare.

In addition to the forthcoming system-wide fare study and equity analysis, RTD is assessing methods to improve its data collection from the fare evasion program following a recent peer review of the agency's transit security model conducted by the American Public Transportation Association (APTA). RTD will explore opportunities to better understand customer fare evasion practices and to examine proof of payment outcomes with a focus on equity.

Staff Response to Committee Recommendations
on Use of COVID-19 Relief Funds

March 29, 2021

RTD Accountability Committee
C/O Denver Regional Council of Governments
1001 17th Street, Suite 700
Denver, CO 80202
rpapsdorf@drcog.org
MHelfant@drcog.org

Subject: Staff Response to Committee Recommendations on Use of COVID-19 Relief Funds

Dear Members of the RTD Accountability Committee:

I, in collaboration with my team, have reviewed the Regional Transportation District (RTD) Accountability Committee's initial recommendations on the use of COVID-19 relief funds as stated in the correspondence of February 12, 2021. While the agency looks forward to the committee's comprehensive recommendations in its final report in July 2021, this correspondence provides responses to these initial recommendations.

On January 11, 2021, RTD was notified by the Federal Transit Administration (FTA) of its apportionment from the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). RTD has access to $203.4 million through the CRRSAA funds on a reimbursable basis. On February 2, 2021, RTD staff apprised the RTD Board of Directors in a Financial Administration and Audit Committee meeting of staff's planned use of the funds to support the continuity of transit services and maintain staffing levels, as the legislation intends. On February 8, 2021, I, along with Acting Chief Financial Officer Doug MacLeod, addressed the Accountability Committee in a full committee meeting on RTD's plans to utilize the CRRSAA funds. Attached to this communication is the PowerPoint presentation shared with the Accountability Committee and the RTD Board committee agenda and Board report of February 2, 2021, both of which detail how the agency intends to utilize the funds.

Below are responses to address each of the committee's recommendations on how to utilize the COVID-19 relief funds.

1. Provide a transparent process and make priorities clear
RTD is committed to continuing a transparent process for communicating clear priorities for use of the CRRSAA funds. As of today, March 29, the agency is still awaiting specific guidance from the FTA on administration of the funds. As stated above, I, along with Acting Chief Financial Officer Doug MacLeod, provided an outline of the anticipated use of these funds in a full committee meeting on February 8, 2021, as well as a verbal overview by me at the March 8, 2021 Accountability Committee meeting. The PowerPoint presentation from the February 8, 2021 committee meeting and the RTD Board report of February 2, 2021 are attached to this communication and explain the use of funds.

2. Strategically recall previously laid off front line employees
Once RTD learned of the CRRSAA funding, I issued an immediate rescission of previously laid off front-line employees to maintain staffing levels and support operations, again, following the intent of the funding.

3. Share federal stimulus funding with other transit service providers in the metro area

RTD's contracted service providers play a significant and invaluable role in the district's ability to provide service across the expansive Denver metro region. The agency has provided financial support to these contractors during the pandemic and will continue to support these partnerships to supplement RTD's fixed route and paratransit services and maintain the continuity of services.

4. Implement a reduced flat fare for 6 months to rebuild ridership and attract new riders

RTD is taking a holistic approach at rebuilding ridership and is developing a ridership growth recovery plan. Given the financial impacts of the pandemic, RTD staff have heard from many customers across the region about the challenges associated with the agency's current fare structure and pass programs. RTD recognizes the need to reevaluate the fare structure and will continue to look for opportunities to "right price" fares for those who rely on transit most. This will be a key part of the recovery plan as RTD conducts a systemwide fare study and equity analysis in adherence to Title VI of the Civil Rights Act of 1964 and Executive Order 12898. Approaching fares holistically across the region and RTD's whole body of services will ensure an equitable delivery of and access to transit.

5. Work to improve uptake and ease of use of passes

RTD staff agree there are opportunities to improve the agency's pass programs, especially the EcoPass, CollegePass and LiVE programs. While implementation of the programs is a result of the community-based Pass Program Working Group, the agency feels similar pain points to those felt by customers who use the pass programs. Staff is committed to continuous improvement to optimize and improve pass programs. See response to number 4.

6. Offer free RTD parking and transit "Day Pass" benefits to anyone traveling to a COVID vaccination facility for a primary or 'second dose' shot

RTD staff has engaged with local and state health officials on ways the agency can assist with vaccine distribution. Due to the numerous vaccine events across the metro area, RTD has promoted how customers can conveniently use RTD service to get to vaccine sites. Additionally, RTD has provided free shuttle service for the large SCL Health distribution event at the National Western Stock Show complex, providing a free ride to/from the parking area to the vaccination site. Also, RTD has made it's Lakewood/Wadsworth parking structure available to Stride for their vaccine distributions which occur Tuesdays through Thursdays as long as deemed necessary.

7. Implement an RTD trial ridership program by offering temporary free RTD rail or bus service for anyone receiving a COVID vaccination

As stated in number 6, RTD staff has been coordinating with local and state health officials on ways the agency can assist with getting people to and from vaccine distribution sites. Because of the vast nature of vaccine distribution, the agency has promoted how the public can utilize RTD services to get to and from vaccine appointments. Considering the challenges of the current fare structure along with the various requests from stakeholders to implement a fare pilot program to meet different constituents' needs, RTD will be conducting a systemwide fare study and equity analysis. Approaching fares holistically across the region and RTD's whole body of services will ensure an equitable delivery of and access to transit.

8. Leverage new partnerships

RTD prides itself on being a key partner in the regional collaboration model the Denver metro area is known for nationally. Collaboration has always been central to RTD's history of forging partnerships that create valuable mobility options for the Denver metro region. Exploring partnerships will be part of the Reimagine RTD effort as

staff works with regional partners on a mobility plan for the future. Continuing to focus on partnerships will be the key to providing the transit of the future to get people to the places they want and need to go.

RTD appreciates the work of the Accountability Committee to make recommendations to strengthen the agency's operations and promote transparency. Agency personnel look forward to continuing to engage with the committee as it works to meet the committee's goals.

Sincerely,

Debra A. Johnson
General Manager and CEO

Attachments – RTD Board Committee Agenda and Board report on use of CRRSAA funds, dated February 2, 2021
PowerPoint presentation delivered to full Accountability Committee meeting on February 8, 2021

cc: RTD Board of Directors

Regional Transportation District

1660 Blake Street
Denver, CO 80202-1399
303-299-2306

RTD

Board of Directors

Chair – Angie Rivera-Malpiede, District C
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A G E N D A

Financial Administration & Audit Committee

Tuesday, February 2, 2021
REMOTE MEETING
5:30 PM

To join the meeting: Register Here (connect using either Chrome or Firefox web browser)
Or to listen by phone: 720-928-9299
Webinar ID: 896 0909 8751#
Webinar Passcode: 748404#

Financial Administration and Audit Committee

Chaired by Peggy Catlin

A. Call to Order

B. Recommended Actions

C. Discussion

- **CRRSAA Grant Award**

D. Other Matters

E. Next Meeting Date - February 9, 2021

F. Adjourn

BOARD OF DIRECTORS DISCUSSION ITEM

CRRSAA Grant Award

Committee Meeting Date:
February 2, 2021

STAFF REPRESENTATIVE
Debra A. Johnson, General Manager and CEO
Doug MacLeod, Acting Chief Financial Officer

PRESENTATION LENGTH
(5 minutes)

BACKGROUND
In response to the financial crisis caused by the COVID-19 Pandemic, the Coronavirus Aid, Relief and Economic Security (CARES) Act was signed into law on March 27, 2020. Twenty-five ($25) billion of the $2 trillion CARES funding was designated for award by the Federal Transit Administration (FTA) to transit agencies resulting in an apportionment to RTD of $232.3 million. This CARES funding was awarded on a 100% federal share basis with no matching requirement and was required to be used to sustain transit operations. RTD completed drawing the entire $232.3 million award in December 2020 for reimbursement of employee compensation and purchased transportation costs that were incurred sustaining RTD's operations during 2020.

During the second half of 2020, industry-based associations, labor unions and transportation agencies, including RTD, advocated for additional funding to supplement the CARES Act as a result of the ongoing financial crisis. On December 27, 2020, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), pronounced "Chrissa", was signed into law. This $2.3 trillion aid package included $14 billion in supplemental appropriations for transit agencies of which RTD received notice of its $203.4 million apportionment on January 11, 2021. RTD is currently awaiting specific guidance from the FTA regarding the requirements and allowable expenditures necessary to draw these funds; however, it is clear from the legislation that this funding must also be used to sustain transit operations.

While there is speculation about the Biden administration seeking additional transit funding, RTD's policy is to not include or plan for additional funding in its budget or forecasts until such funding is certain and measurable. Additionally, RTD's 2021 Fiscal Policy states "RTD will avoid dependence on temporary revenues to fund ongoing services. One-time revenues will be used for one-time expenditures".

As further background regarding Board policy regarding funding, the Board adopted the 2021 Fiscal Policy in November 2020 that includes a section titled "COVID-19 Response Policies". This section establishes guidance for restoration of funding, and the uses thereof, as:

- Restore reserves to three months if possible
- Do not utilize existing FISA balances

- Limit the use of, or do not use, future rubber tire service contributions to FISA
- Restore deferred projects related to compliance or safety
- Restore service as ridership allows

DISCUSSION

RTD included the $232.3 million CARES funding in the six-year 2021-2026 Mid-term Financial Plan (MTFP) forecast that was presented to the RTD Board in November 2020. The Board agreed to approve only two of the six MTFP years, 2021 and 2022, and declined to approve the forecast for years 2023-2026 primarily due to the economic uncertainty and volatility resulting from the COVID-19 Pandemic. The Board also approved and appropriated funding for the 2021 Budget in November 2020.

Neither the 2021 Budget nor the 2021-2026 MTFP contemplated additional federal funding after the 2020 CARES funding. As a result, RTD expects to realize annual revenue shortfalls of $100-$150 million through 2026 culminating from a loss of fares and reduction in sales and use tax receipts. In response, RTD cancelled or delayed capital expenditures and state of good repair projects and implemented significant expense reductions including service reductions, furloughs, pay reductions, layoffs and other cost-saving measures to align expenditures with expected revenues.

Through these measures, RTD was able to achieve a forecasted balanced budget on the Base System for years 2021-2026 but is currently forecasting that it will be unable to balance revenues with expenditures on FasTracks in years 2025 and 2026 even after exhausting reserves.

The CRRSAA apportionment of $203.4 million to RTD will provide the opportunity for RTD to realize temporary relief from some of the significant measures taken to reduce and delay expenditures.

RTD's General Manager and the Senior Leadership Team have been meeting regularly to discuss the impacts to RTD from the cost reduction actions taken now that the results are being realized and there is the potential to make course corrections with the availability of the CRRSAA funding.

Moreover, the General Manager has convened a working group comprised of the Acting Chief Financial Officer, Chief Operations Officer, the Assistant General Manager, Planning and herself to review and assess CRRSAA funds utilization to optimize and enhance service delivery, as well as assess recommendations from the Accountability Committee and State Performance Audit.

As of the January 21, 2021, the General Manager, along with the Senior Leadership Team has identified the following application of funds to be necessary:

- **$180,000,000:** operations funding to restore service up to $30 million per runboard for six runboards (two years) beginning with the June 13, 2021 runboard. Service restoration will be based on the fully-loaded cost per revenue hour amount and provision of service will consider contracted services.
- **$4,446,809:** estimated cost to restore budgeted overtime and extra shift pay for represented employees and primarily front line non-represented supervisory employees.

- **$1,734,942:** estimated additional budget needed to eliminate tiered 6 days of furloughs in 2021 for non-represented employees. Non-represented employees took 9 furlough days in 2020.
- **$886,550:** estimated additional budget needed to eliminate tiered 2021 temporary pay reductions for non-represented employees. Other non-represented compensation reductions such as lower employer retirement contributions, higher health benefit cost-sharing and elimination of benefit pay will remain in place.
- **$2,401,009:** estimated cost for non-represented employees to cash out up to 80 hours of PTO, vacation or sick balances over a certain accrual balance threshold allowed by policy. RTD's policy prior to 2021 allowed non-represented employees to cash out up to 80 hours per year. The 2021 Budget eliminated cash-outs to temporarily conserve cash, however, the liability to RTD remains and the individual receives a cash-out of accrued balances at termination of employment.
- **$13,898,218:** remaining funding available for additional uses such as implementing recommendations from the Accountability Committee and the State Performance Audit.

FINANCIAL IMPACT
The total estimated financial impact of the CRRSAA funding is $203,367,528.

Prepared by:
Debra Johnson, General Manager and CEO
Doug MacLeod, Acting Chief Financial Officer

Approved by:

_____
Doug MacLeod, Acting Chief Financial Officer   1/27/2021

Authorized:

_____
Debra A. Johnson, General Manager and CEO   1/27/2021

RTD Accountability Committee

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Apportionment

Debra A. Johnson, RTD General Manager and CEO
Doug MacLeod, RTD Acting Chief Financial Officer
February 8, 2021

RTD Accountability Committee

RTD Funding Background

- The March 27, 2020 Coronavirus Aid, Relief and Economic Security (CARES) Act provided RTD with $232.3 million in federal aid which was all drawn in 2020.

- RTD faced an additional $140 million revenue shortfall in 2021 for which the following measures were enacted:

  - Service reductions of 40% including contracted service.
  - Implemented a hiring freeze.
  - Reduction in force of approximately 400 employees.
  - 2021 planned tiered furloughs of six days and pay reductions for non-represented employees.
  - Reduction of retirement contributions and other benefit costs for non-represented employees.
  - Postponement and/or elimination of capital expenditures and state of good repair projects.

RTD Accountability Committee

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

- On January 11, 2021, RTD received notice of it's CRRSAA apportionment of $203,367,528.

- Funding is on a reimbursement basis and 100% federal with no local match.

- Eligible expenses are payroll and operational costs.

- Additional requirements and guidance from the FTA for drawing funds will be forthcoming.

RTD Accountability Committee

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

RTD has identified the following uses of the CRRSAA funds:

- $180,000,000: Operations funding to restore service up to an additional $30 million per runboard for six runboards or two years beginning June 2021.

- $4,446,809: Restore necessary overtime and extra shift pay, for operational purposes, which was eliminated in the 2021 Budget.

- $1,734,942: Cost of eliminating the planned six furlough days in 2021 for non-represented employees.

- $886,550: Cost of eliminating the tiered salary reductions planned in 2021 for non-represented employees.

RTD Accountability Committee

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

o $2,401,009: Cost to restore the annual opportunity for non-represented staff to sell excess PTO, vacation and sick balances.

- $13,898,218: Remaining funds available for additional uses such as implementing recommendations from the Accountability Committee and State Performance Audit.
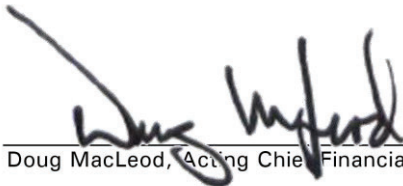
RTD Accountability Committee: Finance Subcommittee
Recommendations to RTD for use of COVID-19 Relief Funds

Background

RTD received approximately $232 million in federal CARES Act funding in 2020. Through service reductions and other cost cutting measures including furlough days for non-represented staff, travel and training reductions, and deferred asset management projects, RTD was able to retain all employees during 2020 and add approximately $80 million to reserve funds. The Accountability Committee has reviewed RTD's use of those funds with the following findings:

- RTD utilized CARES funding in alignment with the earmarked intention for spending – to support operating costs and employee salaries in the interest of avoiding layoffs. Funds were reimbursed by the Federal government for the following two expense types:
  - Represented and Non-Represented Wages and Benefits: Employee wages for both unionized and non-union employees; roughly 64% of CARES funding drawn through September 2020.
  - Purchased Transportation – Bus OR CRT ("Commuter Rail Transit"): Externally contracted routes with Denver transportation partners; roughly 36% of CARES funding drawn through September 2020.
- Funding appears to have been spent in alignment with FTA intentions.
- RTD appears to have balanced provision of transportation options with responsibility for its workforce and regional economic stability in its funding decisions.
- RTD appears to have worked to implement cost cutting measures to reduce the funds required for continued operations as buoyed by CARES funding.
- RTD's use of CARES Act funds was not transparent or easily understandable.

In anticipation of continued declines in ridership, farebox revenues, and sales and use tax receipts, RTD adopted its 2021 budget based on a continued service level of approximately 60% of pre-pandemic levels and a reduction of approximately 400 positions. The 2021 budget is $1.66 billion, a reduction of $125.3 million from the amended 2020 budget and did not assume any additional federal COVID relief funds beyond the CARES Act.

On January 11, the Federal Transit Administration (FTA) released the apportionments for $14 billion in Federal funding appropriated by Congress through the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA). The apportionment to RTD is approximately $203.4 million.

Recommendations

The RTD Accountability Committee offers the following recommendations to RTD on the use of these additional federal relief funds. The recommendations are aimed at stabilizing RTD operations, restoring services, rebuilding trust, attracting new and returning riders, and positioning the agency for strategic recovery from the COVID-19 pandemic.

1. **Provide a transparent process and make priorities clear**
   RTD should provide full transparency during its process to consider its use of CRRSAA funds so that stakeholders and members of the public can follow the tradeoffs and pros and cons of their decisions. RTD should clearly define its priorities for this funding, what issues are being addressed by additional funds, and the amount of funding allocated to each priority.

This transparency should continue as funds are spent so that the public can track expenditures.

2. **Strategically recall previously laid off front line employees**
The Committee acknowledges and supports RTD's decision to recall approximately 200 direct-service employees. However, in keeping with the above recommendation, RTD should explain the amount of CRRSAA funding needed to recall these workers and what amount of funding is available for additional priorities. The focus of these recalls should be to ensure that RTD has capacity to restore quality transit service, particularly to transit-dependent communities as quickly as possible.

3. **Share federal stimulus funding with other transit service providers in the metro area**
There are several non-profit and community-based transit service providers in the RTD district. They supplement RTD's fixed-route and para transit services, often at lower cost than RTD could provide comparable service. As with RTD, these providers have been impacted by reduced ridership and revenues due to the COVID-19 pandemic and will benefit from CRRSAA funding.

4. **Implement a reduced flat fare for 6 months to rebuild ridership and attract new riders**
Market it as a simple, affordable, and easy to understand way to ride RTD and an incentive to attract returning and new riders. Offer half-off fare for seniors/people with disabilities, as necessary to comply with FTA requirements and consider extending half-ff fares for youth riders. This will reduce costs for financially struggling essential workers who are still riding RTD. During the pilot program, use this time to explore other ways to improve affordability of existing and/or new pass programs, including LiVE, that can be put in place as a longer-term solution

5. **Work to improve uptake and ease of use of passes**
Allow flexibility in the EcoPass programs and contracts so that more neighborhoods and businesses can participate. For example, allow master EcoPass contracts to support county-wide affordable housing programs and create more options for businesses to obtain employee EcoPasses for a subset of their workers.

Help fund PEAK eligibility technicians/caseworkers at county HHS departments to help people through LiVE enrollment. Continuing to get the LiVE ID cards in qualified participant's hands is essential and counties can provide this customer assistance, but need funding to help support this function.

6. **Offer free RTD parking and transit "Day Pass" benefits to anyone traveling to a COVID vaccination facility for a primary or 'second dose' shot**
A printed a digital COVID immunization reservation acknowledgment would serve as an RTD "Day Pass" on the vaccine appointment day. No additional RTD staff effort is required other than notifying drivers and security staff of this benefit. A verbal "I am scheduled for (or I received) a COVID vaccination today" comment to the driver would be sufficient for boarding, though fare inspectors may ask for the printed or digital documentation.

7. **Implement an RTD trial ridership program by offering temporary free RTD rail or bus service for anyone receiving a COVID vaccination**
Offer free RTD rail or bus service for anyone receiving a COVID vaccination, valid until three days after their second dose shot is due. After the second dose, they get another pass valid for 15 days of free rides. Those receiving a single-dose vaccine receive a 30-day pass.

People receiving vaccinations are required to remain on-site for 15 minutes to monitor for adverse reactions. With the cooperation of existing vaccine distributors, RTD would set up a table nearby to offer this special RTD COVID vaccination passes. The person issuing the pass and the recipient would both sign the pre-printed paper pass (see example).

RTD COVID VAX Pass, Valid Through
03/14/2021
Authorized by:
_____
For use by:
_____

The large text would ensure that drivers could easily read the expiration date through their plexiglass shields. A detailed embossed background image would help make them more difficult to counterfeit.
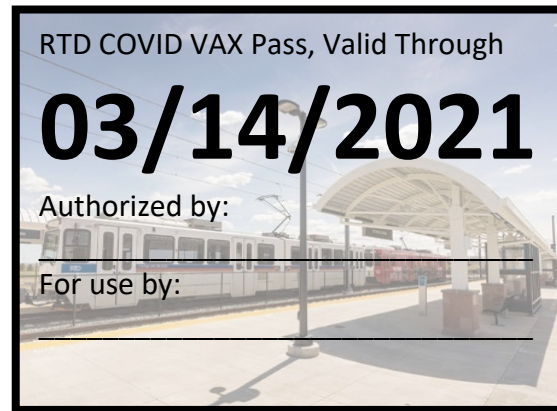
RTD would incur no cost for people who decline this benefit. If someone does give RTD a try, they may become regular customers, thus building ridership and generating revenue. If they are already RTD customers, we just added a *vaccinated* rider—increasing their safety and the safety of our buses, trains, and neighborhoods. For loyal customers who already have a monthly pass, RTD might allow a free pass renewal with proof of vaccination.

8. **Leverage new partnerships**
Develop, expand, and leverage existing and new partnerships to improve service efficiency and grow ridership. This can also provide cost-effective service in areas experiencing RTD service cuts and leverage local community investments in the transit system. For example:
   - Partnerships with new job centers
   - Expanded partnerships with communities and non-profits to grow local FlexRide and other similar on-demand services (ex. Boulder County operated Lafayette service) to serve more people during and post-COVID
   - Lyons/Boulder taxi voucher program, co funded with Boulder County
   - Pursue other partnerships similar to the Englewood Trolley, DRCOG Vanpool, and support for the Lone Tree Link
   - Evaluate partnerships with both for-profit and non-profit entities to address the need for first/last mile services for poorly served communities
   - Merge several FlexRide services (and a Boulder County operated Lafayette service) into a joint SE Boulder County/Broomfield SuperFlexRide service area
   - A mini-grant program with RTD and local communities to incentivize co-funding existing and/or new services to build back from prior service cuts as well as to grow service in the future
   - Consider pursuing a partnership with CDOT for the I-25/SH119 grant

RTD Accountability Committee
Equity Assessment for Proposed COVID Relief Fund Recommendations
January 2021

There are seven distinct recommendations:
1. Provide a transparent process and make priorities clear
2. Strategically recall previously laid off front line employees
3. Share federal stimulus funding with other transit service providers in the metro area
4. Implement a reduced flat fare for 6 months to rebuild ridership and attract new riders
5. Work to improve uptake and ease of use of passes
6. Offer free RTD parking and transit "Day Pass" benefits to anyone traveling to a COVID vaccination facility for a primary or 'second dose' shot
7. Offer temporary free RTD rail or bus service for anyone receiving a COVID vaccination
8. Leverage new partnerships

This equity assessment addresses each recommendations 2 through 8 separately based on the *Operationalizing Equity in the Deliberation of the Committee and Subcommittees* guidelines adopted by the RTD Accountability Committee.

2. **Strategically recall previously laid off front line employees**
   A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
   This recommendation may benefit communities of concern by restoring employment for employees who may have not found other employment. Many of these front-line employees, such as bus and rail operators and mechanics, could be vulnerable without employment if they do not have sufficient savings to pay for their needs. It could also provide benefit to communities of concern more broadly if the re-employment of front-line workers also means additional transit service for transit dependent populations. This will likely create an increase in equity.

      a) How are we defining benefit and burden?
      A benefit is something that can help improve the lives of front-line employees temporarily out of work and the mobility of transit dependent populations. A burden is something that can curtail it.

      b) How do we measure this impact?
      This impact can be measured by assessing the number of front-line employees who are re-employed and the additional service for transit dependent populations.

B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
This recommendation could benefit communities that have their transit service increased or restored because more front-line workers are re-employed and providing more service.

    a) What are the demographics of the most impacted areas?
    If service is restored or increased for routes serving low-income, veterans, older adults, individuals with disabilities, minorities, zero car households, and other communities of concern then there could be a benefit to those communities. Many of the front-line workers who would be re-employed could be members of one or more of these communities.

    b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
    This recommendation is for an action district wide. It is not anticipated that any disproportionate impacts or requirements will fall upon any neighborhoods.

C. Could there be unintended consequences? If so, can they be mitigated?
A possible unintended consequence of this recommendation is that after the funding is expended, if there is no new revenue to replace it, there employees may lose their employment again and any new services may have to be cut again. There could be an additional burden to RTD if front-line employees are laid off another time as there is significant cost associated with retraining front-line employees. This could be mitigated by reviewing revenue projections and rehiring based on conservative estimates.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
This recommendation can address barriers by rehiring front-line employees who may belong to one or more vulnerable communities and restore or increase transit services for communities with transit dependent populations.

3. **Share federal stimulus funding with other transit service providers in the metro area**
   A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
   This recommendation could benefit communities of concern, especially older adults and individuals with disabilities, by increasing revenue for transit agencies that serve those populations. There could be an additional benefit to RTD as the operating and maintenance costs for non-profits that provide mobility for older adults and individuals with disabilities typically is less that RTD's Americans with Disabilities Paratransit Service

(Access a Ride) and these agencies could provide services to people that otherwise would use Access a Ride. This will likely create an increase in equity.

    a) How are we defining benefit and burden?
    A benefit is something that can help improve the mobility of communities of concern by giving them greater access to their community A burden is something that can disadvantage communities of concern by reducing their access to mobility.

    b) How do we measure this impact?
    The impact can be measured by how many more trips can be provided to transit dependent populations.

B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
This recommendation could impact transit dependent populations, especially older adults and individuals with disabilities throughout the Denver region.

    a) What are the demographics of the most impacted areas?
    Older adults and Individuals with disabilities.

    b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
    The impact of this recommendation would likely be distributed throughout the Denver region.

C. Could there be unintended consequences? If so, can they be mitigated?
Funding provided to other transit agencies would reduce how much can be spent on RTD services. This can be mitigated by RTD studying the potential impact to their own services before making a decision on how funding to provide other agencies.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
This recommendation addresses access to mobility for transit dependent populations, especially older adults and individuals with disabilities.

4. **Implement a reduced flat fare for 6 months to rebuild ridership and attract new riders**
   A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
   This recommendation could benefit communities of concern in a few ways:

   - *by making it more affordable to ride transit;*
   - *an increase in ridership from reduced fares could have the potential to restore or increase services in communities with transit dependent riders; and*

- *a flat fare can reduce confusion over how much it costs to ride for all riders including communities of concern.*
  This will likely create an increase in equity.

   a) How are we defining benefit and burden?
      A benefit is something that can help improve the mobility of communities of concern. A burden is something that can curtail it.

   b) How do we measure this impact?
      The impact can be potentially measured by measuring the increase/decrease in ridership after implementation of the recommendation.

B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
   This could impact communities of concern but not necessarily any specific geography. Older adults and individuals with disabilities could see the most benefit as their fare cost could be reduced since RTD is federally obligated to offer a fifty percent discount to these communities based on the regular fare.

   a) What are the demographics of the most impacted areas?
      Several communities of concern could benefit from this recommendation.

   b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
      This recommendation would carry equal benefit throughout the RTD district.

C. Could there be unintended consequences? If so, can they be mitigated?
   A reduction in fare revenue could result from this recommendation. That reduction in revenue could mean a reduction in services that RTD cannot afford to provide. RTD can mitigate this by studying its potential impact before implementation.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
   Fare cost and complexity (hard to understand how much it costs to ride) have been cited as barriers to ridership.

5. **Work to improve uptake and ease of use of passes**
   A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
      Making it easier to obtain and use passes could make it easier for all populations to use transit. It could be especially beneficial for communities of concern as the challenges with obtaining passes and understanding how to use them may pose a greater difficulty for them. This will likely create an increase in equity.

      a) How are we defining benefit and burden?

> *A benefit is making it easier for communities of concern to rider transit. A burden could be making it more difficult.*

    b) How do we measure this impact?
> *We can measure the increase/decrease in ridership, especially for communities of concern. Ridership for communities of concern may be discerned from rider surveys.*

B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
This recommended change would likely impact all areas of the RTD region similarly. Communities of concern could see greater benefit as the challenges with obtaining passes and understanding how to use them may pose a greater difficulty for them.

    a) What are the demographics of the most impacted areas?
> *This recommendation could benefit all communities of concern across the RTD district although more benefit may come to those who live close to transit than those who do not.*

    b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
> *As stated above, more benefit may come to those who live close to transit than those who do not.*

C. Could there be unintended consequences? If so, can they be mitigated?
An unintended consequence could money used to improve pass programs could otherwise have been used to provide more services. If the work done to address this recommendation is done efficiently, the impact to the operations and maintenance budget should be minimal.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
The proposed recommendation change can address barriers to accessing transit, a challenge that is possibly felt more by communities of concern.

6. **Offer free RTD parking and transit "Day Pass" benefits to anyone traveling to a COVID vaccination facility for a primary or the 'second dose' shot**

A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
The proposed recommendation could benefit communities of concern by making it more affordable to travel to get their vaccination. This will likely create an increase in equity.

    a) How are we defining benefit and burden?

> *A benefit is making it more affordable to travel to get their vaccination. A burden could be that this policy may not help people who have challenges to get their vaccination other than transportation.*

b) How do we measure this impact?
We can measure the impact by counting the people who are members of communities of concern that get a day pass on the day of their scheduled vaccination.

B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
The proposed recommendation could benefit communities of concern by making it more affordable to travel to get their vaccination. However, more benefit may come to those who live close to transit than those who do not.

a) What are the demographics of the most impacted areas?
This policy recommendation, if enacted, would impact communities throughout the RTD district although more benefit may come to those who live close to transit than those who do not. In particular, transit dependent populations including older adults, zero car households, individuals with disabilities, veterans, and other vulnerable populations, could benefit most as they have the greatest need to access transit to obtain their vaccination.

b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
As stated above, the impact could be district wide.

C. Could there be unintended consequences? If so, can they be mitigated?
An unlikely unintended consequence could be that a person could contract Covid-19 while traveling on transit to obtain their vaccination. RTD already takes precautions against the transmission of the virus for their riders and operators so the risk is minimal.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
The addresses the barrier that transit dependent populations, especially those with low-income, have accessing their community for needed services. In this case, it is specifically targeted towards vaccination of a deadly and highly contagious virous. Additionally, since many communities of concern are impacted greater by the spread of the virus, each person getting vaccinated can reduce the risk of the virus spreading in their community.

7. Offer temporary free RTD rail or bus service for anyone receiving a COVID vaccination

A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
This recommendation could benefit communities of concern by incentivizing vaccination. More vaccinations for people in communities of concern would not only benefit the individuals directly but reduce the risk of transmission in their community. This will likely create an increase in equity.

   a) How are we defining benefit and burden?
   A benefit is making mobility more affordable for people who get vaccinated. A burden could be loss of revenue for RTD to pay for direct services which could potentially result is lost service.

   b) How do we measure this impact?
   We can measure the benefit by counting the number of people in communities of concern who receive a monthly pass for getting vaccinated. This could be done through a rider survey.

B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
The proposed recommendation could benefit communities of concern by making it more affordable to travel after getting their vaccination. However, more benefit may come to those who live close to transit than those who do not.

   a) What are the demographics of the most impacted areas?
   This policy recommendation, if enacted, would impact communities throughout the RTD district although more benefit may come to those who live close to transit than those who do not. In particular, transit dependent populations including older adults, zero car households, individuals with disabilities, veterans, and other vulnerable populations, could benefit most as they have the greatest need to access transit. Their communities would also benefit from a decrease in the risk of contracting the virus.

   b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
   As stated above, the impact could be district wide.

C. Could there be unintended consequences? If so, can they be mitigated?
An unintended consequence could be that funding diverted to address this recommendation could mean less funding available for providing services. RTD can mitigate this by studying its potential impact before implementation.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
Since many communities of concern are impacted greater by the spread of the virus, each person getting vaccinated can reduce the risk of the virus spreading in their community. Further, this recommendation could make it more affordable for transit dependent persons to ride transit.

8. **Leverage new partnerships**
   A. How could this recommendation benefit or burden communities of concern? Is there likely to be an increase or decrease in equity?
   Some potential partnerships could benefit communities of concern by providing cost-effective service in areas experiencing RTD service cuts and leverage local community investments in the transit system. Many of these areas contain communities of concern and/or are places where people in those communities need to get to for employment, health care, or other needs. This will likely create an increase in equity.

      a) How are we defining benefit and burden?
         A benefit is providing more mobility options for communities of concern by leveraging new partnerships. A burden could be a reduction in service or service frequency from the change in transportation provider and/or scope.
      b) How do we measure this impact?
         We can measure cost savings for RTD, the service hours for any new service, and the people served/ boardings and other related data points.

   B. Could this recommendation impact specific communities or geography more than others? If so, which communities and how?
   This recommendation can benefit communities of concern by potentially providing more service options for those living in places where it is not as efficient to provide traditional fixed route such as suburban and exurban communities.
      a) What are the demographics of the most impacted areas?
         This policy recommendation, if enacted, could benefit those living in places where it is not as efficient to provide traditional fixed route such as suburban and exurban communities.
      b) Are neighborhoods equally required to help achieve the policy recommendation? If not, does this raise issues of equity and justice?
         As stated above, the impact would likely benefit those living in places where it is not as efficient to provide traditional fixed route such as suburban and exurban communities more than others, but it could also help business in places hard to reach by transit in attracting employees who are transit dependent.
   C. Could there be unintended consequences? If so, can they be mitigated?
   An unintended consequence could be a reduction in service or service frequency from the change in transportation provider and/or scope where partners provide a right sized service. This can be mitigated through assessing demand to "right size" the service.

D. Does this policy/strategy address historic, systemic, environmental, or institutional barriers that have impacted this community?
    The proposed legislative change can address barriers by providing mobility for communities where traditional fixed route service is not the most appropriate or effective.

APPENDIX B >

RTD Strategic Plan 2021-2026

Change, Challenge, and Connections

STRATEGIC PLAN 2021-2026

Adopted by the RTD Board of Directors
August 10, 2021

TABLE OF CONTENTS

LETTER FROM
THE GENERAL MANAGER AND CEO

I recognize the value that a high-quality transportation system brings to its community and the region it serves. I, along with the dedicated employees of the Regional Transportation District, are committed to delivering service that both supports the needs of the agency's customers, stakeholders, and community members and enhances the day-to-day lives of residents and visitors across the Denver metro region.

Over the next year, the agency will be focused on realizing the vision to be the trusted leader in mobility, delivering excellence and value to the district's customers and community. RTD strives to make lives better through connectivity and facilitating economic development. RTD will continue the pursuit of this vision by exploring long-term models that benefit current and future customers, the community, and employees.

This Strategic Plan outlines a road map for specific initiatives and programs the RTD team will undertake over the coming year; it also provides a framework for measuring success beyond the one-year period. A well-crafted strategic plan provides the leadership team and stakeholders with guiding goals, projects, and programs to be implemented in the short-term to achieve longer-term outcomes. In the event of an unforeseeable event, such as a global pandemic, the plan can be easily paused and then resumed once the crisis has been managed or has passed.

DEBRA A. JOHNSON

Having clarity on the bigger picture also provides the organization with the flexibility to adapt the plan to changing conditions.

This plan details RTD's aspirations and the steps for attaining goals; it articulates the organization's vision for establishing a valuable partnership with the surrounding community, pursuing customer excellence, becoming a regional employer of choice, and achieving financial success.

RTD's 2021 Strategic Plan is both ambitious and actionable. No strategic plan should be an easy reach; one cannot spell "CHAlleNGE" without "CHANGE." The plan will serve as the guiding vision for strategic success. I truly believe that this plan will elevate RTD to new heights through a focused pursuit of excellence.

Sincerely,

Debra A. Johnson

2021-2022 RTD BOARD OF DIRECTORS

RTD is governed by a 15-member, publicly elected Board of Directors. Directors are elected to a four-year term and represent a specific district.

Elections are staggered so that eight seats are open in one general election, seven in the next.

Kate Williams
District A

Shontel M. Lewis
District B

Angie Rivera-Malpiede
Chair
District C

Bobby Dishell
District D

Paul Rosenthal
Treasurer
District E

Bob Broom
District F

Julien Bouquet
District G

Doug Tisdale
District H

Erik Davidson
District I

Vince Buzek
Secretary
District J

Troy L. Whitmore
District K

Shelley Cook
Second Vice Chair
District L

Marjorie Sloan
District M

Peggy Catlin
District N

Lynn Guissinger
First Vice Chair
District O

PROFILE AND FACTS

Bus and Rail | Access-a-Ride
Flatiron Flyer | FlexRide
Free MallRide | Free MetroRide
SeniorRide

35,550,924*
Annual regular fixed-route service miles (bus and rail)

3.08 million
Service area population

52,616,640*
Annual system boardings

135,495*
Weekday regular fixed-route scheduled miles, including bus, rail, and Free MallRide/MetroRide

*2020 factual data adversely impacted by COVID-19 pandemic.

2,342
Square miles in service area

9,750
Bus stops

114.1
Miles of rail track

40
Municipalities served in 6 counties and 2 city/county jurisdictions

MISSION

We make lives better through connections.

VISION

To be the trusted leader in mobility, delivering excellence and value to our customers and community.

VALUES

PASSION
We will be purposeful in delivering our work.

RESPECT
We will demonstrate respect and integrity in our interactions with both our colleagues and community members.

DIVERSITY
We will honor diversity in thought, people, and experience, being receptive to unique ideas and viewpoints to achieve optimal results in problem-solving.

TRUSTWORTHINESS
We will be forthright in our actions; we will do what we say, when we say we will do it.

COLLABORATION
We will approach our work in a collaborative manner, seeking and acknowledging valued input from our colleagues and the community.

OWNERSHIP
We will commit ourselves to continuous learning and do what it takes to deliver our shared vision.

STRATEGIC PRIORITIES AND SUCCESS OUTCOMES

These are the overarching outcomes RTD departments, teams, and individuals will strive to achieve over the 2021-2022 fiscal year in each of the four key strategic areas.

STRATEGIC PRIORITY

SUCCESS OUTCOME

Community Value
RTD strives to be a strong community partner, providing value to customers as well as to the broader Denver metro region while sustaining planet Earth.

Establish baseline for Community Value Index and increase by 5%

Customer Excellence
RTD strives to consistently deliver high-quality customer service.

Establish baseline for Customer Net Promoter Score and increase by 5%

Employee Ownership
RTD seeks to attract and retain a highly skilled and engaged workforce.

Establish baseline for Employee Net Promoter Score and increase by 5%

Financial Success
RTD takes very seriously the management of all financial resources.

50% of outcome is that RTD spends less money than it receives; and 50% of outcome is that the community believes that it sees value in RTD's spending

RTD Strategic Plan Overview

4 WHO WILL DO IT

Performance Scorecard
Information system for owners and progress reporting

Quarterly Performance Scorecard		RTD
STRATEGIC PRIORITY		GOAL POINTS
Community Value	RTD strives to be a strong and valued community partner. These metrics monitor progress in this area.	35
Customer Experience	RTD strives to consistently deliver high quality customer service, and these performance metrics measure how well we are meeting customer expectations.	25
Employee Engagement	RTD seeks to attract and retain a highly skilled and engaged workforce. This set of performance metrics measure our level of employee engagement.	25
Financial Success	RTD takes very seriously the management of all financial resources. To that end, these metrics measure our success with financial performance.	15
	TOTAL	100

3 HOW WE PLAN TO DO IT

Work Plan Tactics
Community Value – 14 tactics
Customer Experience – 15 tactics
Employee Ownership – 31 tactics
Financial Success – 16 tactics

2 WHAT WE ARE STRIVING TO DO

Measurable Outcomes
Increase the perceived value to the community by 5%

Increase overall customer satisfaction Net Promoter Score by 5%

Increase overall employee Net Promoter Score by 5%

50% of outcome is that RTD spends less money than it receives; and 50% of outcome is that the community believes that it sees value in RTD's spending

1 WHY WE DO WHAT WE DO

Mission
We make lives better through connections.

Vision
To be the trusted leader in mobility, delivering excellence and value to our customers and community.

Values
Passion
Respect
Diversity
Trustworthiness
Collaboration
Ownership
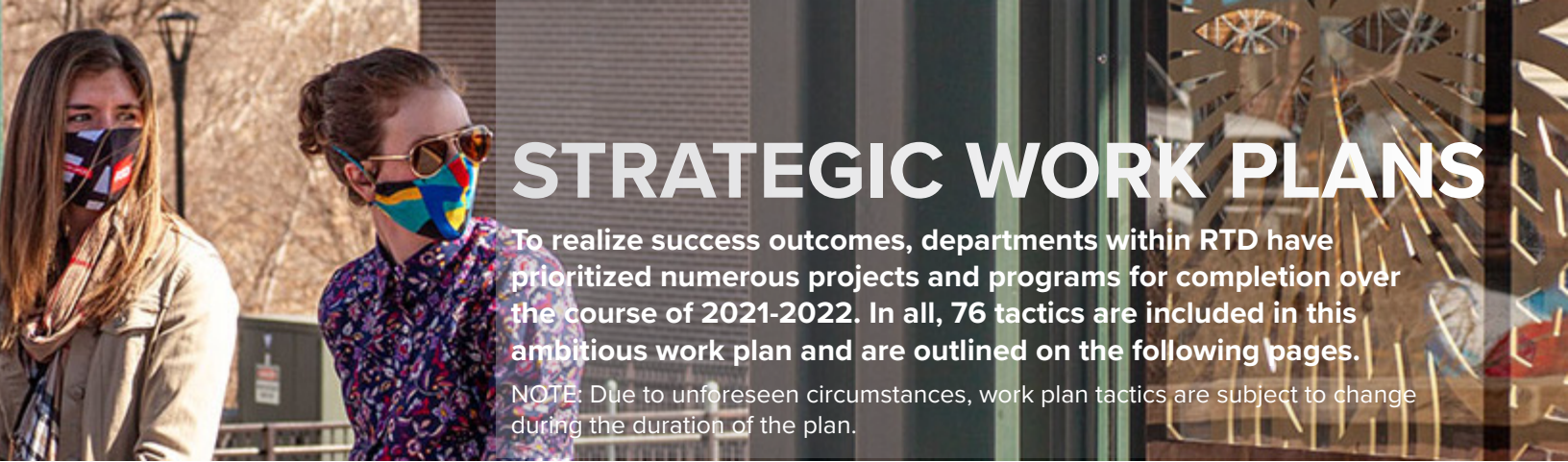
STRATEGIC WORK PLANS

To realize success outcomes, departments within RTD have prioritized numerous projects and programs for completion over the course of 2021-2022. In all, 76 tactics are included in this ambitious work plan and are outlined on the following pages.

NOTE: Due to unforeseen circumstances, work plan tactics are subject to change during the duration of the plan.

Administration Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Employee Empowerment	Provide leadership with information, resources, and recommendations to promote empowerment of employees	Employee Ownership	
Business Education	Develop and revise training programs and continue to deliver relevant educational programming across the workforce	Employee Ownership	
Risk Mitigation	Analyze and identify potential risks to minimize impact to the district and the community	Financial Success	Customer Excellence
Comprehensive Process Documentation	Create outlines of the steps necessary to complete internal tasks and processes	Employee Ownership	Financial Success
Employee Alignment	Develop and deliver educational programming regarding workplace culture	Employee Ownership	
Change Management Culture	Cross-departmental partnership to promote equity and access	Community Value	Customer Excellence
Communication Improvement	Improve and upgrade communication between employees, within the department and between departments as well as with management	Employee Ownership	
Employee Engagement Initiative	Sponsor the Employee Engagement Committee to increase employee confidence in their role in achieving RTD's Vision; streamline employee communication channels, conduct regular feedback sessions and develop effective company policies	Employee Ownership	

Capital Program Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Infrastructure Maintenance	Develop, expand and implement inspection and repair protocols for parking structures, bridges, park-n-rides and stations across the district	Community Value	Customer Excellence
Community Requests	Develop a tracking mechanism for outside requests such as community requests, adjacent property, real property requests, etc.	Community Value	Customer Excellence
Impacts to RTD Utility Infrastructure	Reduce the number of utility impacts to RTD through the Underground Notification Center of Colorado, thereby reducing the impact to operations	Community Value	Customer Excellence
Energy Usage within RTD's Operating Facilities	Install a tracking system for energy consumption within the facilities and implement procedures and modifications to equipment and building automation system to reduce the consumption of power within the operating facilities	Community Value	Employee Ownership
Customer Complaints	Create a tracking system to track the number of facility cleanliness complaints received	Customer Excellence	
Delay to Pull Out due to Facilities Issues	Increase the number of inspections as needed for doors, fuel systems, and power charging systems to minimize the disruption of pull outs	Customer Excellence	
Fixed Facilities Preventive Maintenance (PM)	Utilize the PM program for preventive maintenance of facilities and to assist in completing the desired percentage of inspections	Employee Ownership	
Maintaining Driver Relief Kiosks	Set up tracking systems for the entire agency to measure number of complaints as compared to maintenance/cleaning frequencies and response time to address the reported complaints	Employee Ownership	
Facility Environmental Management/Employee Workspace	Operate robust Building Automation System (BAS) to track subcomponents and intercept failures before they happen	Employee Ownership	
Maintenance and Project Delivery	Implement tracking systems to manage internal and external expectations of infrastructure needs, which will require prioritization of workload, evaluation of staffing, and potential prioritization of expenditures	Financial Success	
Utilities Budget Forecasting	Implement a system-wide invoice and expenses tracking system to determine trends and predict future budgets	Financial Success	

Communications Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Public Relations	Enhance the public's satisfaction with information and education about RTD	Community Value	Customer Excellence
Diverse Outreach	Enhance agency approach to reach diverse audiences.	Community Value	Customer Excellence
Internal Communications	Enhance communication with employees system-wide	Employee Ownership	
Legislative Agenda	Define legislative agenda and priorities	Financial Success	Employee Ownership
Campaign Development	Implement innovative campaigns that showcase the value and benefits of RTD to the community	Community Value	Customer Excellence
RTD Brand	Consistently represent the RTD brand and increase positive perception of RTD	Community Value	
Customer Service Mindset	Provide opportunities to embody customer service in their individual roles	Customer Excellence	Employee Ownership
Online Engagement	Grow engagement on RTD's social media and web channels	Community Value	Customer Excellence
Elected Officials Engagement	Expand engagement with local, state, and federal officials and key stakeholders	Community Value	Financial Success
Advertising Revenue	Implement a plan to increase ad revenue by leveraging agency assets	Financial Success	

Finance Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Financial Reporting Improvement	Implement user-friendly, easily accessible financial information that is relevant to communicating the value provided by RTD services	Financial Success	Community Value
Adherence to Fiscal Policy	Evaluate processes for adhering to fiscal and financial policies	Financial Success	Community Value
Internal Collaboration Process Improvement	Develop and implement processes to improve collaboration among internal team members; establish regular cadence of engagement and feedback	Employee Ownership	
Budget Alignment with Strategic Plan	Develop a process for evaluating project budget requests based on the success outcomes defined in the strategic plan; evaluate processes for eliminating unused budget funding and better budgeting by period of budget needs	Financial Success	Employee Ownership
Quarterly Budget Meetings	Establish a quarterly cadence for budget review to include employees interacting directly with budgeting decisions to ensure that the right people are included in the decision-making process at an early stage	Financial Success	Employee Ownership
Data Sharing and Reporting Process Refinement	Evaluate existing data-sharing processes and policies and refine the system to increase efficiency; data automation to identify whether or not a data request is valuable	Employee Ownership	
Meetings that Matter	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	
Expenditure Prioritization and ROI Review	Implement a plan to perform an after-action review and return on investment review to support financial decisions; perform a comparative analysis among fare options	Financial Success	Community Value
Grants Prioritization and Success Outcome Alignment	Develop a mechanism to track grant utilization and ensure that it is intended for the projects for which the grant was secured	Financial Success	Employee Ownership
Process Improvement, Documentation, and Training	Create outlines of the steps necessary to complete internal tasks and processes	Customer Excellence	
Inter- and Cross-Departmental Communication	Identify areas of weak interoperability; design and implement a shared inter-departmental communication system to ensure access to all required data, and collaboration across a project's timeline	Employee Ownership	
Improvement of Work Structure	Identify new ways to improve how things are done and to implement innovation if necessary	Employee Ownership	Customer Excellence
Cash Flow Efficiency	Implement a plan for tracking and adjusting for cash flow efficiency	Financial Success	Community Value

General Counsel Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Existing Business Systems Evaluation	Evaluate existing business systems to determine how the department can maximize efficiency and reduce risk	Customer Excellence	Financial Success
Internal CORA Procedure	Refine and implement internal CORA (CO Open Records Act) procedures	Community Value	
Cross-Training Programs	Develop and refine cross-training and succession planning programs	Employee Ownership	
Targeted Organization Training	Develop and conduct compliance training in partnership with other departments	Customer Excellence	Employee Ownership
Light Duty Program	Refine and implement Light Duty Program (in coordination with other departments to minimize lost time)	Financial Success	Employee Ownership
Division ROT	Develop and distribute division ROT (Redundant, Obsolete, and Trivial) reports and train records liaisons on new retention schedule	Customer Excellence	Employee Ownership
Claims Resolution Plan	Refine and implement internal property damage claims management and resolution procedures	Community Value	

Operations Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Data Collection, Analysis, and Distribution	Develop a process to simplify or eliminate unnecessary work-related tasks by utilizing insights from data to improve the efficiency of processes in RTD	Customer Excellence	Financial Success
Policy Review/Updating	Introduce a new policy to assess whether a new project aligns with all success outcomes before being implemented	Employee Ownership	Financial Success
Performance Feedback System	Implement performance management systems to evaluate employee ownership and accountability	Employee Ownership	Customer Excellence
Driving Financial Performance	Implement new methods of objectively handling finances and to make data-driven decisions by formalizing processes	Financial Success	
Route Coverage	Introduce re-planning of the routes to reduce frequency and service in low-performance areas	Customer Excellence	Community Value
Prioritization of Projects and Establishment of Deadlines	Limit unnecessary distractions by defining criteria for prioritization and implementing a system for workload management and deadline fulfillment across the organization	Employee Ownership	
Customer Experience Strategy	Develop a customer experience strategy to focus on customer satisfaction and customer perception of RTD	Customer Excellence	
Retention Strategy Development	Develop a plan to reduce employee attrition and to improve retention of high-performing employees	Employee Ownership	
Employee Development Strategy	Develop an employee strategy with the IT team to create inventory systems and support integration with other departments to provide the tools for success at the workplace	Employee Ownership	
Communications System	Create an agency communications system linking work to agency objectives	Employee Ownership	
New Hire Support	Develop a plan to support employees on their first year of hiring and mentoring for new employees (This also ensures that department staffing levels remain within 85% of authorized budget levels)	Employee Ownership	
Financial Efficiency in Delivery	Create a path towards financial efficiency in service delivery and partnerships through innovative ideas	Financial Success	
Meetings that Matter	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	
Metric Development	Create benchmark measurements regarding customer satisfaction as it relates to service delivery, safety, and cleanliness; create an internal standard for measures like on-time performance	Customer Excellence	
Route Management Program	Refine and expand the Route Management Program (RMP)	Customer Excellence	Community Value
Training Programs	Continue to develop and refine training programs for supervisors and managers	Employee Ownership	
Supervisor Engagement Initiative	Improve visibility of operations leaders and management at operating divisions	Employee Ownership	

Planning Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Partnerships for Plan Implementation	Pursue partnership opportunities for implementation of RTD's plans, including Reimagine RTD, Bus Rapid Transit, First and Final Mile and FasTracks	Community Value	
Regional Mobility Planning Investment	Invest in transit planning to reassert RTD's role as the leader in regional mobility	Community Value	Customer Excellence
Re-Imagine Execution	Develop prioritization tools to effectively communicate recommended actions with the Board of Directors, facilitating decision-making	Community Value	Customer Excellence
Interdepartmental Collaboration	Develop and implement interdepartmental communication practices that encourage efficient collaboration between Planning and Operations departments	Employee Ownership	
Meetings that Matter	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	
Employee Feedback	Improve visibility of employees and include their feedback in improving systems and letting them know of their success	Employee Ownership	

Safety, Security and Asset Management (SSAM) Tactics

Tactic Name	Description	Success Outcome 1	Success Outcome 2
Leadership Support of Safety Management System Implementation	Measure leadership support of safety management systems, system security plan, and asset management system implementation, by measuring leadership engagement/visits, coordination of activities, and adherence to management system processes and procedures	Community Value	
Public Outreach for Safety	Conduct Public Safety and Outreach Program; have town hall meetings and continue with rail safety week programs and Operation Lifesaver; assess and implement peer recommendations and DUS Task Force recommendations to the extent practicable to include public safety and outreach program	Community Value	Customer Excellence
Data Collection of Response Times and Deployment Models	Establish a Crime Data Analyst position to establish data regarding deployments and response times to better service the agency; measure security and Transit Police response times from Dispatch to arrival	Customer Excellence	Community Value
Delays Caused by Security and Safety Incidents	Create a report to track service delays due to safety and security incidents; investigate to determine cause and apply appropriate mitigation strategies	Customer Excellence	Community Value
Employee Feelings of Security	Implement paid fare zones, increase law enforcement, add victim advocates, coordinate with peer law enforcement to engage with operators, create problem area task force, and aim to address the operator assault/threat/violence issues	Employee Ownership	Community Value
Event Investigation, Corrective and Preventative Actions Implementation	Implement current policy and procedure for event notification, reporting and investigation. This will be done concurrently with software implementation for data capture and reporting.	Customer Excellence	Employee Ownership
Employee Safety Skills Training	Implement targeted/required safety training for employees through the Workday platform, utilizing selected safety training software program (to be procured) to provide basic safety, environmental, and emergency management skills	Employee Ownership	Financial Success
Leadership Safety Skills Training	Implement leadership safety training for management to include behavioral safety engagements, basic safety, environmental, and emergency management skills	Employee Ownership	Community Value
Management and Oversight of the AMS	Design, implement, maintain and continually improve a functioning, effective, adequately resourced management system for all physical assets, based on plan-do-check-act principles; ensure the asset management system is operational while gathering evidence to show it is functioning, subject to third-party review and being continually improved	Community Value	Financial Success
Asset Management Plan Development/Adherence	Create and manage the asset management plan to provide a prioritized list of the agency's asset needs for annual budgeting and the mid-term financial plan	Community Value	Financial Success
Variance Analysis - Budget Adherence	Hold monthly variance meetings where the entire department analyzes the monthly expenditure plan against monthly actuals and then discuss strategies to correct any anomalies	Financial Success	
Safety Measurement	Implement a plan to measure safety of customers and employees and track it with a metric	Employee Ownership	Customer Excellence

PERFORMANCE SCORECARD

Monitoring work progress is made possible with quarterly scorecards. Scorecards monitor performance at the organization and department levels. The scorecards outlined on the following pages have all been developed to measure performance in the areas of service and operations that matter most to the agency's ability to achieve the established success outcomes.

NOTE: Performance metrics are subject to change during the duration of the plan.

Quarterly Performance Scorecard

STRATEGIC PRIORITY	SUCCESS OUTCOME	GOAL POINTS
Community Value	RTD strives to be a strong and valued community partner. These metrics monitor progress in this area.	35
Customer Excellence	RTD strives to consistently deliver high-quality customer service, and these performance metrics measure how well the agency is meeting customer expectations.	25
Employee Ownership	RTD seeks to attract and retain a highly skilled and engaged workforce. This set of performance metrics measure the level of employee engagement.	25
Financial Success	RTD takes very seriously the management of all financial resources. To that end, these metrics measure success with financial performance.	15
	TOTAL	100

HOW TO READ THE SCORECARD

1 This column represents the four Success Outcomes identified by RTD for correlation to the organization's overall success.

2 The Metric column introduces the performance metrics that most effectively gauge RTD's performance in areas of service and operations that most closely align with strategic success.

3 The Objective and Performance Goal columns denote how well RTD is performing to excel toward achieving each Success Outcome.

4 Each metric has a clear definition.

5 Information systems must be in place to measure each metric.

6 Each metric has an Owner who is responsible for reporting on the metric results.

7 Each Success Outcome area is weighted and rolls up to a 100 point overall score with metrics prioritized for each area.

RTD QUARTERLY PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Community Members Feel that RTD Provides Value	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	All	9
	Community Impression of Safety on Vehicles	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they would feel safe while boarding and riding RTD vehicles	Community Survey	Safety	4
	Community Impression of Security	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they feel secure while using RTD services	Community Survey	Safety	4
	Community Perception - Access to Service	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Civil Rights	4
	Community Perception - Access to Employment	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that RTD serves employment centers	Community Survey	HR	4
	Supporting Community in Business - Community Perception	Increase	Establish Baseline and Increase by 3%	% of community who perceive RTD service as supporting community businesses	Community Survey	Civil Rights	3
	Community Perception of Equity	Increase	Establish Baseline and Increase by 2%	% of community that agrees or strongly agrees that RTD is a diverse, equitable and inclusive community resource	Community Survey	Civil Rights	3
	Community Online Engagement	Increase	Establish Baseline and Increase by 5%	Engagement on social media posts and traffic to website and social profiles	Website Data	Communications	2
	Community Hiring	Increase	Establish Baseline and Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Performance Data	HR	2
							35
Customer Excellence	Net Promoter Score	Increase	Establish Baseline and Increase by 5%	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend RTD, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	All	8
	On-time Performance	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that service is on time	Customer Survey	Operations	3
	Customer Satisfaction	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that they are satisfied with RTD	Customer Survey	All	3
	Customer Impression of Safety and Security	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel safe and secure when using RTD services	Customer Survey	Safety	3
	Ridership	Increase	14M	Number of passenger boardings per quarter	Ridership Data	Operations	2
	System Reliability	Decrease	"Establish E-Force and decrease by x%"	Mean distance between service interruptions or breakdowns	Performance Data	Operations	2
	Efficiency in Distribution of Information	Increase	Establish Baseline and Increase by 2%	% of customers who agree that they were informed about RTD's services	Customer Survey	Communications	2
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	Customer Survey	1
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
							25
Employee Ownership	Employee Net Promoter Score	Increase	60%	% of promotors minus % of detractors willing to recommend RTD as a place to work	Employee Survey	HR	8
	Employees Agree that Their Supervisor is Invested in Their Growth and Success	Increase	70%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	HR	3
	Employees Understand Vision and Direction	Increase	70%	% of employees that agree or strongly agree that they understand the vision and direction of RTD	Employee Survey	HR	3
	Employees Understand How Performance Linked to Organization Success	Increase	Establish Baseline and Increase by 5%	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	HR	3
	Leadership Engagement	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that the leadership team is actively engaged in making decisions	Employee Survey	HR	2
	% Found Training Valuable	Increase	Establish Baseline and Increase by 3%	% of employees that agree or strongly agree that they found training to be valuable and useful	Employee Survey	HR	2
	Work Environment	Increase	Establish Baseline and Increase by 2%	% of employees believe that RTD has an organized and professional work environment	Employee Survey	HR	1.5
	Employee Retention	Target	Establish Baseline and Increase by 2%	% of high performing employees retained	Performance Data	HR	1.5
	Pathways to Career Development	Target	70%	% of employees who agree or strongly agree that RTD provides them the tools to grow in their career	Employee Survey	HR	1
							25
Financial Success	Community Perception of Financial Stewardship	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD manages financial resources well	Community Survey	Finance	4
	Variance from Adopted Budget	Target	10%	% above or below adopted budget	Financial Data	Finance	3
	Operating Cost per Hour	Decrease	Establish Baseline and Decrease by 1%	Operating cost per revenue hour	Financial Data	Finance	3
	Cash Flow/Unrestricted Reserve	Increase	Improve by $5 Million Per Quarter	Increase the unrestricted reserve to maintain at least three months of operating expenses	Financial Data	Finance	2
	Expenditures to Outcomes	Target	95%	% of expenditures aligned with adopted budget and outcomes	Financial Data	Finance	2
	Additional Sources of Funding	Increase	Increase by $1Million	Dollar value increase in revenue generated from non-subsidy sources	Financial Data	Finance	1
							15
						Overall Total	**100**

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RTD QUARTERLY PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Community Members Feel that RTD Provides Value	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	All	9
	Community Impression of Safety on Vehicles	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they would feel safe while boarding and riding RTD vehicles	Community Survey	Safety	4
	Community Impression of Security	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they feel secure while using RTD services	Community Survey	Safety	4
	Community Perception - Access to Service	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Civil Rights	4
	Community Perception - Access to Employment	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that RTD serves employment centers	Community Survey	HR	4
	Supporting Community in Business - Community Perception	Increase	Establish Baseline and Increase by 3%	% of community who perceive RTD service as supporting community businesses	Community Survey	Civil Rights	3
	Community Perception of Equity	Increase	Establish Baseline and Increase by 2%	% of community that agrees or strongly agrees that RTD is a diverse, equitable and inclusive community resource	Community Survey	Civil Rights	3
	Community Online Engagement	Increase	Establish Baseline and Increase by 5%	Engagement on social media posts and traffic to website and social profiles	Website Data	Communica-tions	2
	Community Hiring	Increase	Establish Baseline and Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Performance Data	HR	2
							35
Customer Excellence	Net Promoter Score	Increase	Establish Baseline and Increase by 5%	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend RTD, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	All	8
	On-time Performance	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that service is on time	Customer Survey	Operations	3
	Customer Satisfaction	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that they are satisfied with RTD	Customer Survey	All	3
	Customer Impression of Safety and Security	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel safe and secure when using RTD services	Customer Survey	Safety	3
	Ridership	Increase	14M	Number of passenger boardings per quarter	Ridership Data	Operations	2
	System Reliability	Decrease	Establish "E-Force" and decrease by x%	Mean distance between service interruptions or breakdowns	Performance Data	Operations	2
	Efficiency in Distribution of Information	Increase	Establish Baseline and Increase by 2%	% of customers who agree that they were informed about RTD's services	Customer Survey	Communica-tions	2
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
							25

RTD QUARTERLY PERFORMANCE SCORECARD [continued]

RTD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	Employee Net Promoter Score	Increase	60%	% of promoters minus % of detractors willing to recommend RTD as a place to work	Employee Survey	HR	8
	Employees Agree that Their Supervisor is Invested in Their Growth and Success	Increase	70%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	HR	3
	Employees Understand Vision and Direction	Increase	70%	% of employees that agree or strongly agree that they understand the vision and direction of RTD	Employee Survey	HR	3
	Employees Understand How Performance Linked to Organization Success	Increase	Establish Baseline and Increase by 5%	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	HR	3
	Leadership Engagement	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that the leadership team is actively engaged in making decisions	Employee Survey	HR	2
	% Found Training Valuable	Increase	Establish Baseline and Increase by 3%	% of employees that agree or strongly agree that they found training to be valuable and useful	Employee Survey	HR	2
	Work Environment	Increase	Establish Baseline and Increase by 2%	% of employees believe that RTD has an organized and professional work environment	Employee Survey	HR	1.5
	Employee Retention	Target	Establish Baseline and Increase by 2%	% of high performing employees retained	Performance Data	HR	1.5
	Pathways to Career Development	Target	70%	% of employees who agree or strongly agree that RTD provides them the tools to grow in their career	Employee Survey	HR	1
							25
Financial Success	Community Perception of Financial Stewardship	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD manages financial resources well	Community Survey	Finance	4
	Variance from Adopted Budget	Target	10%	% above or below adopted budget	Financial Data	Finance	3
	Operating Cost per Hour	Decrease	Establish Baseline and Decrease by 1%	Operating cost per revenue hour	Financial Data	Finance	3
	Cash Flow/Unrestricted Reserve	Increase	Improve by $5 Million Per Quarter	Increase the unrestricted reserve to maintain at least three months of operating expenses	Financial Data	Finance	2
	Expenditures to Outcomes	Target	95%	% of expenditures aligned with adopted budget and outcomes	Financial Data	Finance	2
	Additional Sources of Funding	Increase	Increase by $1 Million	Dollar value increase in revenue generated from non-subsidy sources	Financial Data	Finance	1
							15
						Overall Total	100

ADMINISTRATION PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Small, Minority, Women and Disadvantaged Business Community Feel that RTD Provides Value	Increase	Establish Baseline and Target Increase by 1%	% of small, minority, women and disadvantaged business community and the organizations that represent these businesses who agree or strongly agree that RTD provides value to the community	Community Survey	Civil Rights - SBO - Serrano	5
	Career Site Rating	Increase	Establish Baseline and Target Increase by 3%	% of community that agrees or strongly agrees that RTD's career site is of value and easy to navigate	Community Survey	HR - Vesely	5
	Community Hiring	Increase	Establish Baseline and Target Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Community Survey	HR - Vesely	5
	Community Perception – Access to Service	Increase	Establish Baseline and Target Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Civil Rights - ADA - Christie	4
	Community Perception – Equity	Increase	Establish Baseline and Target Increase by 2%	% of Title VI-protected population (minority, low-income and non-English speakers) who agree or strongly agree that RTD provides value to the community	Community Survey	Civil Rights - Transit Equity - Green	4
	Community Perception – Language Services Accessibility	Increase	Establish Baseline and Target Increase by 3%	% of Limited English Proficiency populations who feel that RTD's Language Assistance services are useful or very useful	Community Survey	Civil Rights - Transit Equity - Green	4
	Community Perception – RTD's Commitment to Accessibility	Increase	Establish Baseline and Target Increase by 3%	% of people with disabilities who use RTD services who agree or strongly agree that RTD provides value to the community	Community Survey	Civil Rights - ADA - Christie	4
	Community Members Feel that RTD Provides Value	Increase	Establish Baseline and Target Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	IT - Heldman	2
	Community Online Engagement	Increase	Establish Baseline and Target Increase by 2%	% of customers engaged on social media posts and traffic to websites and social profiles	Website Data	IT - Heldman	2
							35

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Customer Excellence	Internal Customer Satisfaction – IT	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's IT services	Employee Survey	IT - Heldman	4
	Internal Customer Satisfaction – Civil Rights	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's Civil Rights services	Employee Survey	Civil Rights - Silva	4
	Internal Customer Satisfaction – Procurement	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's Procurement services	Employee Survey	Procurement - Karol-Chik	4
	Internal Customer Satisfaction – HR	Increase	Establish Baseline and Target Increase by 3%	% of RTD employees satisfied with RTD's HR services	Employee Survey	HR - McMurray	4
	Customer Experience – HR	Increase	Establish Baseline and Target Increase by 2%	% of candidates with a positive experience of the hiring process	HR Survey	HR - McMurray	3
	Customer Experience – IT	Increase	Establish Baseline and Target Increase by 2%	% of customers with a positive experience of RTD technology	Customer Survey	IT - Heldman	3
	Departmental Training	Increase	Establish Baseline and Target Increase by 2%	% of employee departmental training completion	Employee Data	HR - McMurray	2
	Efficiency in Distribution of Information	Increase	Establish Baseline and Target Increase by 2%	% of of customers who agree that they are well informed about RTD's services	Customer Survey	IT - Heldman	2
	Equitable Distribution of Services and Resources Across the RTD System	Increase	Establish Baseline and Target Increase by 3%	All minority and/or low-income lines exceed, are equal to, or within 20% average of non-minority and/or non-low-income lines on all 6 measures: 1. revenue hours, 2. vehicle loads, 3. on-time performance, 4. service availability, 5. vehicle assignment and 6. stops and amenities	Customer Survey	Civil Rights - Transit Equity - Green	2
	Investigation Data	Increase	Establish Baseline and Target Increase by 2%	% of employees who believe that investigation data and information provided by the department is useful and of high quality	Employee Survey	Civil Rights - EEO - Grove	2
							30

ADMINISTRATION PERFORMANCE SCORECARD [continued]

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	Leadership Engagement	Increase	Establish Baseline and Target Increase by 5%	% of managers conducting start-stop-continue analysis	Employee Survey	HR - McMurray	4
	Employee Engagement	Increase	Establish Baseline and Target Increase by 5%	% of employees who agree that their supervisors conduct a quarterly start-stop-continue analysis	Employee Survey	HR - McMurray	4
	Employee Awareness of Title VI Program	Target	Establish Baseline and Target Increase by 5%	% of employees who receive Title VI training through 2022	Employee Data	Civil Rights - Transit Equity - Green	4
	Diversity of Applicant Pool	Increase	Establish Baseline and Target Increase by 5%	% of minority and/or female applicants for employment vacancies	Employee Data	Civil Rights and HR - EEO - Grove & McMurray	4
	Employees Agree that their Supervisor is Invested in their Growth and Success	Increase	Establish Baseline and Target Increase by 2%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	IT - Heldman	3
	Work Environment	Increase	Establish Baseline and Target Increase by 2%	% of employees who agree or strongly agree that RTD has an organized and professional work environment	Employee Survey	IT - Heldman	3
	Core Departmental Training	Increase	Establish Baseline and Target Increase by 3%	% of employees who find training valuable for professional growth	Employee Survey	HR - McMurray	2
	Voluntary Turnover Rate	Decrease	Establish Baseline and Target Decrease by 2%	% of employees who left RTD during the fiscal year	Employee Data	HR - McMurray	1
							25
Financial Success	Variance From Adopted Budget	Decrease	Stay within 10% of Budget (Above or Below Adopted Budget)	% within budget (above or below adopted budget)	Financial Data	IT - Heldman	3
	Average Performance Appraisal Rating	Target	Establish Baseline and Target Increase by 1%	Average % of all non-represented performance rating	Financial Data	HR - McMurray	3
	Average Performance Appraisal Rating	Target	Establish Baseline and Target Increase by 1%	Average % of all non-represented performance rating	Financial Data	HR - McMurray	3
							10
						Overall Total	**100**

CAPITAL PROGRAMS PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Energy Usage within RTD's Operating Facilities	Decrease	Establish Baseline and Target Decrease by 5%	Consumption of power (in kilowatt per hour) within the operating facilities	Data Management Program TBD	Ron Posey	15
	Impacts to RTD Utility Infrastructure	Target	2 Business Days	Accurate response to 90% of 811 requests within two business days, reducing the impact to operations (outages) and customers	WebTMS	Henry Stopplecamp	9
	Community Requests	Target	3 Business Days	Response time to outside requests such as community requests, adjacent property, real property requests, etc.	TBD Tracking and Baseline System	IT	6
	Infrastructure Maintenance	Decrease	Establish Baseline and Reduce by $1	Total cost of ownership (claims, repairs, replace, maintenance, etc.) and community complaints	TBD	Henry Stopplecamp	5
							35
Customer Excellence	Customer Complaints	Decrease	Reduce Complaints by 5%	Number of complaints received about facility cleanliness, graffiti removal, etc. as compared to frequencies of cleaning and graffiti removal	Performance Data	Ashland Vaughn	15
	Delay to Pull Out Due to Facilities Issues	Decrease	Less than 6% of all Pull Out Delays	Pull out delays due to facility issues	Performance Data	Ron Posey	10
							25
Employee Ownership	Facility Environmental Management/ Employee Workspace	Decrease	Reduce by 5%	Reduction of reactive maintenance as compared to preventive maintenance	BAS System	Ron Posey	12
	Maintaining Driver Relief Kiosks	Decrease	No More than 5% Complaints When Compared with the Maintenance Frequencies	Number of complaints as compared to maintenance/ cleaning frequencies and response time to address the reported complaints	HR Data	Ashland Vaughn	8
	Fixed Facilities Preventive Maintenance (PM)	Target	80% of PM Inspections as Scheduled and 95% of the PM Inspections on an Annual Basis	Compliance of PM inspections on an annual basis	TBD	Ron Posey	5
							25
Financial Success	Utilities Budget Forecasting	Target	Remain within Budget	Compliance with forecasted budget	TBD	Capital Programs Department	10
	Maintenance and Project Delivery	Target	90%	Project compliance within the approved budgets	TBD	Henry Stopplecamp	5
							15
						Overall Total	100

COMMUNICATIONS PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Positive RTD Brand Perception	Increase	Increase to 50%	% of community that has a positive or somewhat positive perception of RTD	Community Survey	Steven Brier	7
	Diversity in Outreach	Target	20	New/renewed relationships with diverse groups to target for outreach	Divisional Data	Christina Zazueta	6
	Key Stakeholder Engagement	Increase	Establish Baseline and Target Increase by 5%	Key stakeholders who find value in engagement with RTD	Stakeholder Survey	Michael Davies	6
	Effectiveness of Campaigns	Increase	Increase to 60%	% of campaigns meeting the goals of the campaign	Digital Analytics	Steve Reilly	5
	Community Engagement	Increase	Establish Baseline and Target Increase by 5%	Proactive community presentations/meetings	Data	Christina Zazueta	4
	Growth in RTD's Reach	Target	20	Number of third-party agencies sharing information about RTD	Key Communicators Survey	Tina Jaquez	4
							32
Customer Excellence	Courteous Customer Service	Increase	Increase to 60%	% of customers who agree or strongly agree that their customer service needs were handled courteously	Customer Survey	Will Adams	7
	Social Media Engagement	Increase	Increase to 60%	% of customers who agree or strongly agree that RTD's social media content is valuable	Customer Survey	Will Adams/Danny Widdel	6
	Customer Satisfaction with Service Communications	Increase	Increase to 60%	% of customers satisfied with the quality of RTD service and schedule information	Customer Survey	Will Adams	5
	Positive News Stories	Increase	Increase to 60%	% of news stories or articles that present RTD in a neutral or positive tone	Media Clips Data	Marta Sipeki/Tina Jaquez	5
	Customer Research	Increase	Establish Baseline and Target Increase by 5%	Customer feedback received through targeted/geofencing research	Customer Feedback	Jeff Tranguch	3
	Website Visitors	Increase	Establish Baseline and Target Increase by 5%	Customers who visit the RTD website in a two-month period compared to the previous 12 months	Web Analytics	Danny Widdel	3
	Mobile Ticketing Use	Increase	Establish Baseline and Increase 20%	Use of mobile ticketing app	Customer Survey	Theresa Rinker/Will Adams	2
							31
Employee Ownership	Understand Vision and Direction of RTD	Increase	Increase to 70%	% of department employees that agree or strongly agree that they understand RTD's vision and direction	Employee Survey	Pauletta Tonilas	10
	Customer Service Training	Increase	Increase to 70%	% of employees who find value in customer service training	Training Data	Will Adams	6
	Effectiveness of Internal Communication	Increase	Increase to 60%	% of employees who agree or strongly agree that they are adequately informed about agency developments	Employee Survey	Pauletta Tonilas	6
							22
Financial Success	Budget Adherence	Target	85%	Department functions delivered within budget	Financial Data	Pauletta Tonilas	4
	Legislative Agenda	Increase	Increase to 60%	% of legislative program goals achieved	Financial Data	Michael Davies	4
	EcoPass Sales	Increase	Increase to 60%	% of pre-COVID Eco Pass sales restored	Financial Data	Theresa Rinker	4
	Grow System Advertising Revenue	Increase	Establish Baseline and Target Increase by 5%	Ad revenue by leveraging agency assets	Financial Data	Adrian Mabry	3
							15
						Overall Total	**100**

FINANCE PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Community Perception – RTD as Good Financial Stewards	Increase	Establish Baseline and Target Increase by 10%	% of community that agrees or strongly agrees that RTD is a good financial steward of public funds	Community Survey	Doug MacLeod	10
	Community Perception – Financial Information	Increase	Establish Baseline and Target Increase by 10%	% of community who agree or strongly agree that RTD's financial information is understandable and transparent	Community Survey	Doug MacLeod	5
	Reporting of RTD Funding Uses and Ancillary Community Value Received	Increase	Establish Baseline and Target Increase by 5%	% of community that agrees or strongly agrees that the community's investment in transit provides financial and other value	Community Survey	Doug MacLeod	5
							20
Customer Excellence	Payroll, Accounts Receivable and Accounts Payable Accuracy and Timeliness	Target	Establish Baseline and Target Increase by 2%	Accurate, complete and timely response to employee payroll questions, rapidity of collections and timeliness of payments by eliminating unpaid invoices over 60 days and minimizing unpaid invoices between 30-60 days	System Data	Byron Aten	10
	Public Financial Information: Open/Click Rate	Increase	Establish Baseline and Target Increase by 5%	% of users who visit financial information on the website out of the total number of users	Website Data	Doug MacLeod	5
	Internal Financial Information and Support	Increase	Establish Baseline and Target Increase by 5%	% of customers who agree that Finance provides excellent customer service	Employee/Board Survey	Byron Aten	5
	Fare Equipment and Fare Media Availability	Target	Establish Baseline and Target Increase by 2%	% fare equipment and media available with lowest necessary excess capacity	System Data	Don Young	5
							25
Employee Ownership	Accountability for Budgets and Variances	Increase	Reduce Actual to Budget Variance by $20 Million	% accuracy in meeting requested budget funding and low actual to budget variances	Financial Data	Todd Nikkel	10
	Spend Less than Revenues Collected	Decrease	Increase Fund Balances by $30 Million	% maintained of required fund balances, reduce obligations and state of good repair backlog	System and Financial Data	Doug MacLeod	5
	Return on Investment on Ancillary Revenues	Target	Establish Baseline and Target Increase by 2%	Miscellaneous and ancillary revenues for return on investment	System and Financial Data	Monika Treipl-Harnke	2
	Efficiency of Cash Fare Collections	Target	Decrease Number of Days by 5%	Time between collection and deposit and collection tracking of contractors	System and Financial Data	Don Young	2
							19

FINANCE PERFORMANCE SCORECARD [continued]

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Financial Success	Cash Flow Efficiency	Increase	Reduce Actual to Budget Variance by $20 Million	% accuracy in meeting requested budget funding and low actual to budget variances	Financial Data	Todd Nikkel	10
	Budget and Forecast Accuracy and Cash Flow Scheduling	Decrease	Increase Fund Balances by $30 Million	% maintained of required fund balances, reduce obligations and state of good repair backlog	System and Financial Data	Doug MacLeod	5
	Fiscal Policy Target Adherence	Target	Establish Baseline and Target Increase by 2%	Miscellaneous and ancillary revenues for return on investment	System and Financial Data	Monika Treipl-Harnke	2
	Fixed Asset Inventory That Accurately Reflected Those Currently In Use	Target	Decrease Number of Days by 5%	Time between collection and deposit and collection tracking of contractors	System and Financial Data	Don Young	2
	Dependence on Debt and Obligations	Decrease	Establish Baseline and Improve by 1%	Overall cost of assets by cash funding	Financial Data	Brenden Morgan	3
	Grant Utilization	Increase	Reduce Reallocation of Grant Funds by 20%	% of grants dedicated for intended projects and rapidity of draw-downs and close-outs	Financial Data	Beverly Riley	2
	Capital Expenditure Carry-forward Reduction - Projects	Decrease	Establish Baseline and Target Decrease by 5%	Number of projects not completed for evaluation of continuation	Financial Data	Beverly Riley	2
	Capital Expenditure Carry-forward Reduction - Value	Decrease	Establish Baseline and Target Decrease by 5%	% value of projects not completed for evaluation of continuation	Financial Data	Beverly Riley	2
	Return on Investment of Fare Collections	Decrease	Establish Baseline and Target Decrease by 5%	% of total fare revenue spent on fare collection	Financial Data	Monika Triepl-Harnke	2
							36
						Overall Total	100

GENERAL COUNSEL PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Community Perception of Fair and Timely Resolution of Property Damage Claims	Increase	Establish Baseline and Target Increase by 5%	% claimants that agree property damage claim was fairly and timely resolved	Divisional Data	Lissa Stauff	20
	Community Perception of Open Records Act Compliance and Transparency	Increase	Establish Baseline and Target Increase by 5%	% satisfaction with responsiveness to Colorado Open Records Act requests	Divisional Data	Bill Bradford	15
							35
Customer Excellence	Effective Information Governance and Records Management	Decrease	Establish Baseline and Target Decrease by 5% Each Quarter	% decrease in ROT (Redundant, Obsolete, and Trivial) hard copy and electronic records	Divisional Data	Bill Bradford	10
	Legal Matter Management Efficiency	Increase	Establish Baseline and Target Increase by 5% Each Quarter	% increase in efficiency in legal matter management	Divisional Data	Michelle Merz-Hutchinson	8
	Internal Customer Satisfaction	Target	95%	% of employees satisfied with General Counsel Department services	Employee Survey	Division Heads	7
							25
Employee Ownership	Professional Growth	Increase	Establish Baseline and Target Increase by 5%	% of employees that agree they have adequate tools and support to optimize their individual and team success	Employee Survey	Division Heads	10
	Leadership Support	Increase	Establish Baseline and Target Increase by 5%	% of employees that agree their immediate supervisor treats them with respect and fosters an environment that supports a healthy work-life balance	Employee Survey	Division Heads	8
	Understanding of Role in Organizational Success	Increase	Establish Baseline and Target Increase by 5%	% of employees who understand how their individual performance contributes to RTD's success	Employee Survey	Division Heads	7
							25
Financial Success	Compliance with Legal and Contractual Obligations	Increase	Establish Baseline and Target Increase by 5%	% of employees who found compliance training valuable	Financial Data	Michelle Merz-Hutchinson	10
	Workers' Compensation Claim Cost	Decrease	Decrease On the Job Injuries Average Indemnity Benefits Paid Per Claim by 5% Annually	Workers' Compensation Experience Modification Rate	Divisional Data	Senior Manager, Risk Management Division	5
							15
						Overall Total	100

OPERATIONS PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Service Coverage	Increase	Establish Baseline and Target Increase by 1%	% of service population within 3/4 mile of transit	Community	Jessie Carter	7
							7
Customer Excellence	System-Wide On-Time Performance (OTP)	Increase	Establish Baseline and Target Increase by 2%	% of services that arrive within current prescribed OTP metrics for each mode	System Data	Sayers/Gibson, Smith	15
	Vehicle Accidents	Decrease	Establish Baseline and Target Decrease by 1%	Preventable vehicle accidents system-wide per 100,000 miles	SMS	Sayers/Gibson, Smith	15
	Service Availability	Target	98%	% of actual service operated compared to scheduled service	System Data	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	15
	Lost Service	Decrease	Establish Baseline and Target Decrease by 1	Miles between road calls/mechanical (including Maintenance of Way) failures	System Data	Eberl/Millage, Phillips, Smith	15
	Customer Comments Registered Through Call Center	Decrease	Establish Baseline and Target Decrease by 2%	Negative customer comments per 100,000 boardings system wide	Call Center Data	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	10
							70
Employee Ownership	On-the-Job Injuries	Decrease	Establish Baseline and Target Decrease by 5%	Lost time associated with on-the-job injuries	SMS	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	9
	Annual Turnover Rate	Decrease	Establish Baseline and Target Decrease by 3%	Employee turnover rate	HR Data	Sayers, Shoemaker, Eberl/Gibson, Clendennen, Smith	8
							17
Financial Success	Operating Cost	Decrease	Establish Baseline and Target Decrease by 1%	Marginal operating cost per platform hour	Financial Data	Sayers, Shoemaker, Eberl, Kirk/Gibson, Clendennen, Miller, Smith	6
							6
						Overall Total	**100**

PLANNING PERFORMANCE SCORECARD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Relationship with Governments (e.g. Colorado Department of Transportation, Federal Transit Administration, Denver Regional Council of Governments, Local Jurisdictions)	Increase	Establish Baseline and Target Increase by 5%	% of government staff who find value in RTD's engagement approach	Local Government Survey	William Van Meter William Sirois	5
	Stakeholder Engagement (e.g., with transportation management associations, transportation management organizations, non-governmental organizations, community-based organizations)	Increase	12	Number of stakeholders with whom department staff have regular and meaningful interactions	Stakeholder Survey	William Van Meter William Sirois	5
	Community Perception – Trust	Increase	Establish Baseline and Target Increase by 5%	% of community who agree or strongly agree that RTD is trustworthy	Community Survey	William Van Meter	3
							13
Customer Excellence	KPI Compliance	Target	80%	% Key Performance Indicator compliance by Planning Department (yellow or green)	Divisional Data	William Van Meter	30
	Re-Imagine RTD: Completion	Target	75%	% of Re-Imagine RTD initiatives that are on schedule and on budget	Divisional Data	Brian Welch	20
	NEPA Compliance	Target	95%	% NEPA compliance by Planning Department	Divisional Data	Susan Wood	6
	Triennial Compliance	Target	100%	% Triennial compliance by Planning Department	Divisional Data	Chris Quinn	6
							62
Employee Ownership	Intra-Department Communication	Increase	Establish Baseline and Target Increase by 10%	% of employees who agree or strongly agree that there is effective and efficient intradepartmental communication	Employee Survey	William Sirois Brian Welch	8
	Employee Engagement Index	Increase	44	Number of conferences and other networking events attended, or papers published	Employee Survey	William Van Meter	4
							12
Financial Success	Competitive Grants	Target	4	Number of grant applications submitted annually	Departmental Data	William Sirois	5
	Grants Management	Target	2	Number of successful grant applications	Departmental Data	William Sirois	5
	Transit-Oriented Development and Joint Development on RTD-Owned Land	Increase	>$0 or >0 customers	Revenue and/or ridership generated from transit-oriented development and joint development on RTD-owned land	Financial Data and Ridership Data	Chessy Brady	3
							13
						Overall Total	100

SAFETY, SECURITY AND ASSET MANAGEMENT (SSAM) PERFORMANCE SCORECARD

RTD

Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Management Systems Compliance (Safety Management Systems, Asset Management Systems, and System Security Plan)	Target	Establish Processes to Measure Compliance/Exceptions	Departments/divisions adhering to all management systems processes and policies	SMS, AMS, SSP tracking systems	Safety/AM McClain/Cripps	15
	Community Impression – Security	Increase	Establish Baseline and Target Increase by x%	% of community members who agree or strongly agree that they would feel safe while using RTD services	Community Survey	Grado	10
							25
Customer Excellence	Customer Impression – Safety	Increase	Establish Baseline and Target Increase by x%	% of customers who agree or strongly agree that they feel safe when riding RTD buses	Customer Survey	Meader	10
	Customer Impression – Security	Increase	Establish Baseline and Target Increase by x%	% of customers who agree or strongly agree that they feel secure when riding RTD buses	Customer Survey	Grado	10
	System Reliability	Decrease	Establish E-Force and Target decrease by x%	Number of delays caused by safety/security incidents	System Data	Martigano	5
							25
Employee Ownership	Employee Perception – Safety and Security	Increase	Establish Baseline and Target Increase by x%	% of employees who agree or strongly agree that RTD provides them a safe and secure working environment	Employee Survey	Meader	10
	Safety Skills Training via Workday Safety Software	Increase	Workday - All Employees Trained in Required Topics	Number of hours spent training employees in required safety, environmental and emergency management skills	Life Safety	McClain	10
	Safety Leadership Skills Training	Target	Establish Tracking Mechanisms/ Requirements	Number of hours leaders spend in training and employee engagement	Performance Data	Meader	10
							30
Financial Success	Asset Management Plan (AMP)	Target	100%	Prioritization of maintenance and renewal funding determined by Asset Management Working Group, and prioritized list of assets submitted to the midterm financial plan development process	Financial Data	Cripps	15
	Budget Adherence	Target	100% Compliance	Department functions delivered within budget	Financial Data	Butcher	5
							20
						Overall Total	100

CONCLUSION

The 2021-2026 Strategic Plan is a blueprint for organizational excellence. The General Manager and the Executive Leaders in concert with the Board of Directors established four strategic priorities – Community Value; Customer Excellence; Employee Ownership; and Financial Success – that serve as the functional pillars to plan, develop, evaluate, and measure RTD's overall performance.

Simply put, the plan details the following:

1) **WHY** RTD delivers service, as defined in the agency's Mission, Vision and Values.

2) **WHAT** the agency strives to achieve, as embodied by its strategic priorities, established by the Board of Directors working in concert with the General Manager and CEO and executive leaders, to drive success outcomes.

3) **HOW** the agency will successfully fulfill the strategic priorities, as detailed by specific tactics to achieve the success outcomes.

4) **WHO** is ultimately responsible for achieving ambitious annual performance goals, as measured quarterly through metrics identified in departmental scorecards.

The formula is evident with a laser-focus on these four strategic priorities; this Plan lays a foundation for sustained organizational success and alignment.

MOVING FORWARD

More than ever, today's RTD customers value their time and prioritize quality of life. As a strong community partner, RTD remains focused on delivering a high-quality customer experience. This means integrating and effectively using all RTD resources to ensure customers, residents and visitors get where they need to be when they need to be there. We truly do believe we help make lives better through connections.

We make lives better through connections.

RTD

Planned Systemwide Fare Study
and Equity Analysis

Memorandum

TO: Board of Directors

FROM: Debra A. Johnson, General Manager and CEO

DATE: April 29, 2021

RE: **Planned Systemwide Fare Study and Equity Analysis**

At the April 20, 2021 Regional Transportation District (RTD) Board of Directors' meeting, ***during Item X. General Manager's Report***, I communicated that I had assembled a cross-departmental working group in late March with the intent to provide me with recommendations that would enable the agency to have a common set of facts and lay the groundwork for any decisions around fare and fare programs by conducting a robust and in-depth fare study and equity analysis.

The working group and I have been meeting and have collectively agreed upon a path forward, which will consist of a process consistent with guidance from the Federal Transit Administration.

This fare study and equity analysis will be the first of its kind for RTD as it will include extensive multicultural outreach leveraging culturally specific community organizations serving the BIPOC communities which represents Black, Indigenous (and) People of Color; youth; seniors; people with disabilities; the unhoused; veterans and the LGBTQ community, as well as of multitude of approaches.

Attached, you will find a white paper that provides historical context regarding the agency's fare structure and pass programs; in addition to an overview of the impending comprehensive fare study and equity analysis that includes a proposed schedule, including preparation of a detailed scope of work and consultant procurement.

Thank you.

attachment

OVERVIEW/HISTORY OF RTD FARE STRUCTURE AND PASS PROGRAMS AND PLANNED SYSTEM WIDE FARE STUDY AND EQUITY ANALYSIS

This white paper provides background and history on RTD's current fare structure and pass programs since 2000, as well as a planned path forward for evaluating future changes to RTD fares. This paper is divided into four sections:

1. History of RTD Fare Boundaries Structure Pre- and Post-FasTracks (2000—present)
2. RTD Pass Program Study (2017—2018)
3. RTD Fare and Fare Related Developments since 2019
4. Overview of Planned System Wide Fare Study and Equity Analysis

1. History of RTD Fare Boundaries Structure Pre- and Post-FasTracks (2000—present)

Fare Structure Pre-FasTracks (20002—2013)

Prior to the opening of the Southwest Corridor in 2000, distance-based fares only applied to buses. Local, Express, and Regional fares applied to buses depending on the type of service and the distance traveled. The original light rail line, between I-25/Broadway and 30th/Downing Stations was a short enough distance that only a local fare applied. When the Southwest Corridor opened, many trips that were previously made by an Express bus were then made by light rail and it was determined that those trips should pay the higher Express fare.

The solution to this was a fare boundary at Hampden Avenue. Any trip crossing Hampden Avenue, between Oxford-City of Sheridan Station and Englewood Station, would be charged an Express fare. This made trips from Littleton-Mineral, Littleton-Downtown, and Oxford-City of Sheridan Stations to Downtown Denver an Express fare, as they had previously been on Express buses. While this fare boundary was easy to understand, it penalized short trips by requiring an Express fare for a one-station trip between Oxford-City of Sheridan and Englewood Station, the same as the fare between Littleton-Mineral Station and Downtown Denver.

The Hampden Avenue fare boundary stayed in effect until the opening of the Southeast Corridor in 2006. The expansion of the system along with the shortcomings of the existing fare boundary led to the implementation of fare zones for the light rail system. With the Southeast Corridor extending to Lincoln Avenue in Douglas County, some trips were more akin to Regional bus trips and a four-zone fare structure was implemented. Trips within one or two zones were a Local fare, three zones were an Express fare, and four zones were a Regional fare. This had the effect of matching bus fares to rail trips in the Express and Regional fare categories as well as allowing short trips that cross fare zones without penalty.

Fare Structure Post-FasTracks (2013—present)

The original fare zones were applied to the first FasTracks line to open, the W Line, in 2013. Due to the nature in which the W Line operated, with slower speeds and parallel to high-quality bus service, there were many concerns raised about the fare system after the W Line opened. Some buses were reinstated to provide cheaper and faster trips under the existing fare structure.

The impending opening of the A Line in 2016, along with concerns regarding RTD fares, led to calls for a comprehensive study of RTD's fares. In 2015, a fare study commenced with the goal of simplifying fares and making fares more equitable. Initial recommendations from the fare study were to eliminate fare zones on rail and only charge higher fares for non-stop Express bus services. All-stop Regional buses such as the FF1 branch of the Flatiron Flyer would be the Local fare, while Express buses such as the FF2 branch and routes with long non-stop portions would charge a higher fare. RTD Board members and transit advocates saw this proposal as inequitable as, potentially, a trip from Boulder to Lone Tree could be made for the same local fare as a trip from Capitol Hill to Downton Denver. In addition, when RTD tested a flat fare (without zonal differences), the fare level necessary to meet revenue targets was so high that it was found to result in a disparate impact and disproportionate burden on protected populations.

This led to the development of the fare structure that was implemented in 2016 and remains in effect today. Fare levels were simplified into three categories: Local, Regional, and Airport. This reduced the number of regular fare zones from four to three but also added a new zone at Denver International Airport. Zone A remained the same in the new fare structure; Zone B was extended to include more stations and help balance parking demand; and Zone C included all remaining stations, including those from the eliminated Zone D. Customers traveling in one or two zones continue to pay the Local fare; customers traveling in three zones pay the Regional fare; and any trip to or from Denver International Airport, regardless of distance, on the A Line, SkyRide, or Express bus is an Airport fare. The Express fare category was eliminated at this time, though the new Regional fare level was a decrease from the previous Regional fare and bus routes previously in the Express category were moved to the Local or Regional category based on their non-stop distance traveled.

The boundary between Zones B and C, and thus a Local and Regional fare to Downtown Denver, is 9.5 miles from Union Station. It is important to note that the fare zones are concentric circles centered on Union Station. This allows fares to be applied in a uniform manner across the District and not penalize customers for the sometimes-indirect routes taken by rail lines. For example, while the Wheat Ridge-Ward Station on the G Line is 11 miles by rail from Union Station, the rail line travels north for approximately 3.5 miles before turning southwest to reach the end of the line and the straight-line distance is only 7.5 miles from Union Station, making it a Local fare.

The 9.5-mile distance being the maximum one can travel on a local fare, except on the R Line, is also applied to Regional and Express buses in determining the fare for specific stop pairs. Trips of greater than 9.5 miles are charged a Regional fare while other trips are charged a Local fare. This applies in the limited- or express-stop portion of the routes where stops are spaced farther apart, and speeds are faster. For example, the Flatiron Flyer traveling east from Boulder begins its Regional portion at US 36/Table Mesa Station; boardings occurring prior to this stop have their fare calculated as if they started at US 36/Table Mesa Station so that even though a customer rode on the slower, local portion of the Flatiron Flyer for a few miles before US 36/Table Mesa Station, the 9.5 mile distance does not begin until that station. This 9.5-mile distance is also critical for appropriately pricing bus trips as there are Regional and Express buses that do not travel to Downtown Denver and could not use the same fare zones as rail.

The R Line is a special case for rail in that it lies entirely within Zones B and C, while traveling more than 22 miles. Given it only travels in two zones, has slower travel speeds, the potential difficulty of fare enforcement, and the suburb-to-suburb connections provided, it was determined that the R Line

should be a Local fare for the entire trip regardless of length. Transfers between the R Line and other lines destined for Downtown Denver require a Regional fare from R Line stations in Zone C.

2. **RTD Pass Program Study (2017—2018)**

RTD has a long history of implementing transit pass programs and discount fares. RTD's long established pass programs include EcoPass, Neighborhood EcoPass, and College Pass. In addition, RTD has had half fares as regulated by the Federal Transit Administration for Seniors (65 years of age or older), persons with disabilities, and Medicare recipients; as well as a discount for children and youth *(Please note that the requirement to pay a fare starts at age 6. Prior to this study, the discount was 50% and applied to children/youth enrolled in elementary, middle, and high school).* Historically, RTD also has had a non-profit program offering fare media to qualified non-profits at reduced prices.

The scope of the 2015 Fare Study did not directly address pass programs or other discount fare programs. As a result of extensive feedback from stakeholders during the 2015 Fare Study process, RTD initiated the Pass Program Study in 2017 to take a robust look at RTD pass programs and discount fares.

Scope of the Pass Program Study

The general scope of the study was as follows:

- Revisit and refine goals for each pass program
- Refine pricing and administration of each program
- Recommend policy revisions

The Board-adopted guiding principles for the group were as follows:

- Brand loyalty
- Convenience
- Cost-effectiveness
- Equitable access
- Increased ridership
- Meet strategic budget plan targets
- Revenue certainty
- Simplifying customers-operator interactions

Stakeholder Engagement

The primary source of stakeholder engagement was through the Pass Program Working Group (PPWG). The PPWG members were selected by the Chair of the RTD Board in consultation with the General Manager/CEO. The selections were informed by a process that included interviews with over 50 stakeholders. The selection criteria included the desire to bring diverse perspectives to the PPWG, and included pass users, customers who do not use passes, business interests and advocacy groups. The selections were also intended to provide a seat at the table for people and organizations covering a wide range of additional criteria including economic status, race gender, age and ability, as well as for their connection to region-wide interest groups/constituencies and the ability to bring a big-picture view of the pass program and fare structure questions. All PPWG meetings were open to the public with the opportunity for members of the public to address the group. Organizations that participated on the PPWG are shown in the table below.

Denver Regional Mobility and Access Council (DRMAC)	Denver Regional Council of Governments (DRCOG)	Regional Air Quality Council (RAQC)
RTD Citizen Advisory Committee	Inter-Neighborhood Cooperation	Northeast Transportation Connections
University of Colorado	Transit Alliance	Downtown Denver Partnership
Metro Chamber of Commerce	Denver Public Schools	Boulder County
Denver Public Works	RTD Staff	City of Boulder
United for a New Economy	North Area Transportation Alliance	Boulder Chamber of Commerce
CDOT	Mile High Connects	Denver Mayor's Office of Children's Affairs

One issue that was raised early by the PPWG was the concept of establishing a low-income fare program. This issue was raised during the 2015 Fare Study by the Affordable Fares Task Force that was established by Mile High Connects.

Recommendations

The PPWG recommended the following:

1. *Low-Income Program* – 40% discount for incomes at or below 185% of federal poverty level.
2. *Youth* – 70% discount for 19 and under; free for 12 and under.
3. *EcoPass* – retain EcoPass Program, regularly update Service Level Areas (SLAs), and price EcoPasses to reflect updated SLAs at full, adult, non-discounted fare for the trips in each SLA group. Allow three years to phase in price increases.
4. *Neighborhood EcoPass* – retain Neighborhood EcoPass Program, update pricing to reflect full value (including applicable discounts) of trips, while reducing barriers to entry. Allow three years to phase in price increases.
5. *CollegePass* – retain program, update pricing to reflect the full value of trips. Allow three years to phase in price increases.
6. *Not-for-Profit Program* – Provide 3-hour pass and day passes to not-for-profits at discounts corresponding to low-income, senior/disabled, and youth passes.
7. *FlexPass and MyRide* – Retain FlexPass program, but with no discount. Eliminate MyRide card discount.
8. *Transfers* – Eliminate transfers; institute a 3-hour time limit for each single-fare trip. *(Note for the purposes of this memo: Customers would still be allowed to transfer to another route, but the requirement to travel in one direction would go away).*
9. *Day and Monthly Pass* – continue day pass, priced at 2x the applicable base fare, and the monthly pass priced at 38x the applicable base fare. When technologically feasible, recommend day pass transition to automatic fare cap when paying by smart card.
10. *Contract Pricing* - RTD must only create contracts that embed the discounts and pricing described above; must reject contract proposals that seek to alter qualifications or create greater discounts.

11. *Ease of Accessing Pass Programs and Discounts* – remove barriers to access including researching possibility of allowing anyone to add funds to another's smart card and ensuring that low- income, young people and other groups receiving discounts have access to the best available technology and fare media.

12. *Implementation* – link timing of increase in fares to start-up date of recommendations for pass program changes; start the programs and increase simultaneously. Convene a working group to support implementation of the eleven prior recommendations.

3. <u>RTD Fare and Fare Structure Related Developments Since 2019</u>

The RTD Board approved revisions to RTD's fare structure and pass programs in September 2018 which were implemented in 2019. The implementation of the new fare and pass program changes were largely based on recommendations from the Pass Program Study, but some adjustments were made as part of the staff evaluation, public input and board approval processes. In addition, there have been several developments associated with RTD fares since 2019 related to fare collection technology and responses to local and world events.

Implementation of the Current Fare Structure in 2019

The fare structure that was approved in September 2018 increased the base fare and incorporated the following recommendations of the PPWG in full:

- *Low-Income Program* – implemented the LiVE income-based fare discount program;
- *EcoPass, Neighborhood EcoPass and CollegePass* – implemented recommendations regarding pricing and program rules;
- *Transfers* - replaced one-way transfers with timed 3-hour passes; and
- *Contract Pricing* – implemented recommendation.

RTD implemented the following recommendations with some adjustments:

- *Youth* - implemented youth fares based on age rather than K-12 school enrollment and a higher youth discount, but did not implement free rides for children ages 12 and under due to enforcement challenges;
- *Not-for-Profit Program* - kept the Program in place and applied the stated discount percentages but discontinued the day pass option because paper day passes were discontinued universally. In addition, the monthly pass is not a fare product that is available with the income-based fare discount;
- *FlexPass and MyRide* - discontinued discounts for employers and employees utilizing the FlexPass program, but kept the MyRide discount in place, at a slightly lower amount;
- *Day and Monthly Pass* - continued the day and monthly pass options at the stated pricing but did not implement an automated fare cap due to technology limitations; and
- *Ease of Accessing Pass Programs and Discounts* - RTD's current smart card system does not allow to add funds to another one's smart card outside of a defined household-size account. However, it has become possible for organizations to issue mobile tickets to someone else's mobile account. The ability to add stored value funds to someone's account is planned to be available sometime after transitioning stored value to an Account-Based Ticketing (ABT) system in the beginning of 2022. The stored value will be accessible through a smartphone or transit card.

In addition, RTD discontinued the ValuPass option (discount for pre-paying for 12 monthly passes), and slightly lowered the discounts for 10-ride tickets to mirror the lowered MyRide discount. RTD implemented most of these changes on January 1, 2019. Due to the time required to implement a brand-new fare program, RTD implemented the income-based fare discount in July 2019.

<u>Expanding Pass Program Phasing from Three to Five Years</u>

Based on discussion with institutional customers that were significantly impacted by the change in pricing methodology for pass programs, such as the University of Colorado at Boulder, the phase-in period for the programs was extended from three years to five years in June 2019. During this phase-in period, increases to contract prices in the first four years are capped at 20 percent of prior year pricing. Note there is no annual cap for price decreases.

<u>Implementation of the LiVE Program</u>

The LiVE income-based fare discount program was implemented on July 29, 2019. Interested customers apply online through the State's Program Eligibility and Application Kit (PEAK) benefits website which is associated with other income qualified assistance programs. Applicants who have a household income of 185% of the federal poverty level or lower, are between the ages of 20 and 64, and live in the RTD District, will be approved through the system or by Denver Human Services and receive a LiVE Discount proof of eligibility card (identification card) that entitles them to use the 40% discounted LiVE fare products.

<u>Nonprofit Program Rules</u>

Governmental and nonprofit organizations enrolled in the RTD Nonprofit Program purchase RTD tickets and passes in bulk. Most organizations give them to their clients for free, but organizations can charge up to cost. The 2019 fare structure changed the fare product and pricing options available to these organizations, as well as eligibility determination for the organizations' low-income clients.

Prior to 2019, organizations were able to buy full fare and Discount 10-ride ticketbooks, day pass books, and monthly passes at a 50% reduced price. This 50% price reduction for already discounted fares (at the time - seniors, individuals with disabilities, and youth) went away in January 2019. Organizations started to pay the same price for these tickets as individual customers who purchase the tickets directly from RTD. Since RTD universally eliminated day pass books due to low demand, the remaining paper ticket/pass options for the nonprofit program are 10-ride ticketbooks and monthly passes.

Governmental and nonprofit organizations were still allowed to buy full fare tickets for their low-income clients at half price until the end of 2019 to allow for a transition period after LiVE program implementation. Up to then, eligibility determination was done by the organization, based on broad guidelines provided by RTD, and customers could not get an income-based discount when purchasing tickets themselves. Starting in January 2020, the nonprofit tickets for low-income clients transitioned to LiVE rules. Organizations can buy LiVE 10-ride tickets at the 40% LiVE discount for their clients who are enrolled in the LiVE program.

Enhanced Fare Collection Technology

<u>Mobile Ticketing Options</u>

At the time of the fare structure approval in September 2018, RTD only offered day passes on mobile ticketing. Since then, the agency has expanded the selection to include 3-hour and monthly passes and

has introduced fare products with the youth and LiVE discounts. RTD started utilizing the "partner portal" functionality that allows organizations to issue mobile tickets to its employees, students, or clients, with RTD only charging for tickets that are used. RTD also carried out integrations of the mobile ticketing system with Uber, Transit, and Lyft; and will integrate with an app that will be used for scheduling FlexRide services. This allows customers to purchase all ticket types that are available in the RTD-branded app in these third-party apps. RTD is currently working on functionality that will allow customers to buy mobile tickets with cash at RTD sales outlets.

FlexPass and Online Store

RTD retired the outdated online store and point of sale (POS) systems in the spring of 2020 and replaced them with the Square ordering and payments system. RTD discontinued the FlexPass program (an ordering mechanism for monthly passes used by customers who received free or subsidized monthly passes through their employer) at the end of 2020 when the contract with the vendor expired. RTD directed employers to online ordering of passes, issuing monthly passes through the mobile ticketing partner portal, or other options such as benefit administration providers.

Account-Based Ticketing

RTD is working on adding account-based ticketing functionality to the JustRide platform that it currently uses for mobile ticketing. This is planned for January 2022. With this new technology, RTD will be able to replace the current smart card system that is at end of life. The account-based system will offer higher convenience to customers. These advantages will be accessible through smartphones as well as physical cards. The account-based ticketing system will give RTD the flexibility to offer new programs such as fare capping or loyalty programs, as well as additional options for institutional customers and community partners. The system will also provide some flexibility to take advantage of other technological developments, for example integrating with contactless payment technology.

Response to World and Local Events

COVID Response

In response to the pandemic, RTD instituted rear door boarding and suspended fare collection from April 5, 2020 through June 30, 2020. RTD offered exchanges or refunds to customers who had already purchased April monthly passes and re-issued unused mobile tickets that expired during the period when fare collection was suspended. In addition, RTD extended the validity period for 2020 10-ride and Access-a-Ride ticketbooks through 2021.

RTD issued pro-rated refunds or credits to organizations participating in the Business EcoPass, Neighborhood EcoPass, and CollegePass programs. For the 2021 contract year, employers and neighborhoods were able to delay the start of their contract and pay a pro-rated price based on the number of months. In response to remote work due to the pandemic, RTD is also allowing employers to exclude employees who work remotely rather than requiring them to cover all employees at a location.

N-Line Promotional Fare Pilot

A 6-month promotional fare pilot on the North Line (N-Line) was implemented from September 28, 2020 to March 27, 2021. This pilot was initiated based on interest from local jurisdictions and stakeholders along the N-Line corridor who expressed concern about the impact differing fares within the corridor could have on customers. The pilot was intended to evaluate the impact of fares on

customer demand and was approved by the RTD Board in November 2019, prior to the COVID pandemic. During the pilot period, trips from all N-Line stations to RTD's fare zone A, even those greater than 9.5 miles distance from Denver Union Station, were priced at a local fare. This also affected the pricing for travel to many other stations. After the pilot program ended in late March 2021, trips from/to the two northernmost stations of the line to fare zone A and most other stations were priced at the Regional fare, consistent with the 9.5-mile distance fare boundary to Union Station for the rest of the system. Since there is no historic data for this new line, RTD has not yet been able to establish if the promotional fare resulted in a gain in customers. RTD will evaluate in the fall of 2021, after 6 months of experience following the regular fare policy. Note that challenges associated with the pandemic occurring during the pilot period will need to be accounted for in determining the overall impacts.

Semester Pass Pilot for Auraria Higher Education Center

Due to the pass program pricing methodology introduced in 2019 (based on actual utilization and the full fare value of trips taken, subject to a 5-year phase-in period), the price for Auraria Higher Education Center's (AHEC) CollegePass contract had increased every year, and it was becoming more difficult for the campus to cover the costs through student transportation fees. The pandemic further highlighted the issue since classes were held remotely and many of the campus staff worked remotely. Rather than enrolling in the CollegePass and EcoPass programs that would cover all students and staff, the campus was looking for an opt-in option. RTD offered a semester pass for Auraria students and staff at a reduced price, valid January - June 2021. Since this is a fare pilot program, this offer cannot be extended without a fare equity analysis.

4. **Overview of Planned System Wide Fare Study and Equity Analysis**

As RTD continues to deal with ongoing impacts of the COVID-19 pandemic, there is a strong interest from a variety of stakeholders for RTD to re-evaluate its current fare structure. In response to this feedback, staff have developed a preliminary plan to conduct a new comprehensive fare study and fare equity analysis. The process for this study will be initiated in the summer of 2021 and is expected to take a minimum of 18-months to complete because of the comprehensive nature of data collection and analysis as well as the need for a robust customer and stakeholder engagement process. The process will be consistent with guidance from the Federal Transit Administration (FTA) and will include a comprehensive fare equity analysis of any proposed fare changes.

The proposed tasks for this comprehensive fare study and fare equity analysis include:

1. Conduct an onboard ridership survey (or equivalent) to have updated ridership data as required by FTA

2. Review RTD's existing fare structure to determine issues that need to be addressed as part of any fare change

3. Review peer agency fare structures to determine best practices and applicable new innovations for RTD to consider

4. Identify alternative fare structures and pass programs modifications to test and evaluate for ridership, revenue and other impacts

5. Develop evaluation methodology to test and evaluate alternative fare structures including methodology consistent with FTA guidance on Title VI Fare Equity Analysis

6. Conduct a comprehensive evaluation of alternative fare structures and pass program modifications

7. Develop recommended changes to RTD fare structure and pass programs based on the comprehensive analysis completed in Task 6

8. Conduct a comprehensive public involvement process throughout the study to gain extensive input and feedback from RTD customers, stakeholders and RTD employees

    a) The process will include a robust community engagement plan focusing on historically underrepresented and diverse communities, such as black, indigenous and people of color (BIPOC) communities, individuals with lower incomes, youth and senior communities, and other Title VI-protected populations

9. Prepare a final report summarizing the analysis, recommendations and feedback learned through the study process

A draft proposed schedule for the comprehensive fare study and equity analysis, including preparation of a detailed scope of work and consultant procurement, is identified in the table below.

Date	Activity
May 2021	• Kickoff dialogue with Board of Directors - Recommendations from previous fare studies/PPWG - Financial opportunities and considerations
June – July 2021	• Conduct internal staff and external community engagement, focused on customers and key stakeholders, to shape scope of work
August – September 2021	• Develop and advertise scope of work
October – November 2021	• Select consultant and execute notice to proceed • Finalize Board direction for fare revenue assumptions and targets
January 2022 – October 2022	• Conduct data collection, analysis, and develop recommendations • Conduct comprehensive community and stakeholder outreach including extensive Board involvement and input
October – November 2022	• Board decision making and approval of fare equity analysis
2022/2023 (6 months)	• Fare change start up/prep work/back of office
2023	• Implementation

RTD

For more information about the responses in this report, please contact the Regional Transportation District at accountability@rtd-denver.com.