REIMAGINE RTD
TOGETHER, LET’S EXPLORE AND
REDESIGN TRANSPORTATION

RTD Board of Directors

February 4, 2020
Agenda

• Reimagine RTD overview
• What is a System Optimization Plan and how does it relate to the proposed May 2020 service changes?
• Peer Analysis: How does RTD stack up?
• Understanding the Tradeoffs in Investments
• What We’ve Heard From You
• Public Outreach
• Next Steps

www.RTD-Denver.com/Reimagine
Reimagine RTD Overview
Reimagine RTD: Short-Term and Long-Term Objectives

• **Reimagine RTD** is a two-year process to answer “what’s next” for RTD
  – **Systems Optimization Plan**: Redesign RTD’s services to balance regional needs and fiscal limitations (to be implemented in 2021)
  – **Mobility Plan for the Future**: Identify long-term strategies (i.e., between now and 2050) to address the future mobility needs of the region
What is a System Optimization Plan (SOP)?
What is a System Optimization Plan (SOP)?

- Starts with a comprehensive assessment of the existing services
- Seeks agency and community priorities
- Develops alternative service plans that lay out services based on different and sometimes competing priorities
- Evaluates the trade-offs between alternatives
- Develops a recommended SOP for implementation that balances these tradeoffs
How Does Reimagine RTD Relate to RTD’s Currently Proposed May 2020 Service Adjustments?

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
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<tbody>
<tr>
<td>• Currently proposed service adjustments</td>
<td>• System Optimization Plan (SOP) to redesign</td>
<td>• Mobility Plan for the Future to address</td>
</tr>
<tr>
<td>to bring service levels in line with</td>
<td>RTD's services to ensure fiscal sustainability and best</td>
<td>long-term regional mobility needs</td>
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<tr>
<td>labor resources</td>
<td>ensure fiscal sustainability and best</td>
<td></td>
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<tr>
<td></td>
<td>meet current mobility needs</td>
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</table>

Service adjustments made as part of Step 1 may or may not be included in the final SOP.
How Will the SOP Benefit RTD in the Short-Term?

• Establish clear priorities for why and how RTD provides service
• Reflect extensive customer, community and employee feedback
• Conduct financial analysis to ensure service levels are sustainable, reflect manageable workforce levels and address asset management needs
• Leverage the experience of nationally-recognized transit experts and best practices from other transit agencies
• Provide extensive data about current travel patterns in the region to ensure service meets regional mobility needs
# System Optimization Plan Timeline

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<tbody>
<tr>
<td>Comprehensive assessment of existing services, and travel demand patterns</td>
<td>Development of system optimization scenarios and policy choices</td>
<td>Evaluate system optimization scenarios, identify and recommend System Optimization Plan (SOP)</td>
<td>RTD Board adopts recommended System Optimization Plan</td>
<td>Implement recommended System Optimization Plan (SOP)</td>
</tr>
</tbody>
</table>

**Public and Employee Input**

**DELIVERABLES**

- Assessment of existing services
- Peer analysis comparison
- Evaluation of current travel patterns using cellphone data

- Four system optimization scenarios
- Evaluation of current policies and practices

- Scenario evaluation matrix
- Recommended SOP with consensus-based allocation of services

- System Optimization Plan
- Phasing plan for System Optimization implementation
Peer Analysis
### How Does RTD Stack Up?

<table>
<thead>
<tr>
<th>Reimagine RTD - Peer System Review</th>
<th>Service Area Population</th>
<th>Service Area (sq. mile)</th>
<th>Density (pop/sq. mile)</th>
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</thead>
<tbody>
<tr>
<td><strong>General Service Area Info</strong></td>
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</tr>
<tr>
<td>Denver, CO (RTD)</td>
<td>2,920,000</td>
<td>2,342</td>
<td>1,247</td>
</tr>
<tr>
<td>Dallas, TX (DART)</td>
<td>2,407,830</td>
<td>698</td>
<td>3,450</td>
</tr>
<tr>
<td>Houston, TX (METRO)</td>
<td>4,365,000</td>
<td>1,306</td>
<td>3,342</td>
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<tr>
<td>Portland, OR (TRIMET)</td>
<td>1,551,531</td>
<td>382</td>
<td>4,062</td>
</tr>
<tr>
<td>Salt Lake City, UT (UTA)</td>
<td>1,883,504</td>
<td>737</td>
<td>2,556</td>
</tr>
<tr>
<td>San Jose, CA (VTA)</td>
<td>1,956,598</td>
<td>346</td>
<td>5,655</td>
</tr>
<tr>
<td>San Diego, CA (MTS)</td>
<td>2,462,707</td>
<td>720</td>
<td>3,420</td>
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</table>

- RTD has the largest service area with the lowest average density
# Peers Agencies and Modes Operated

<table>
<thead>
<tr>
<th>City/Region</th>
<th>Motor Bus</th>
<th>Lightrail</th>
<th>Streetcar</th>
<th>Commuter Rail</th>
<th>Demand Response</th>
<th>Vanpool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denver, CO Regional Transportation District (RTD)</td>
<td>840</td>
<td>172</td>
<td>-</td>
<td>66</td>
<td>434* (52 Flexride)</td>
<td>✓</td>
</tr>
<tr>
<td>Dallas, TX (DART)</td>
<td>537</td>
<td>109</td>
<td>2</td>
<td>23</td>
<td>217*</td>
<td>✓</td>
</tr>
<tr>
<td>Houston, TX (METRO)</td>
<td>699</td>
<td>54</td>
<td>-</td>
<td>-</td>
<td>462*</td>
<td>✓</td>
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<tr>
<td>Portland, OR (TRIMET)</td>
<td>561</td>
<td>116</td>
<td>-</td>
<td>4</td>
<td>280*</td>
<td>-</td>
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<tr>
<td>Salt Lake City, UT (UTA)</td>
<td>418</td>
<td>92</td>
<td>2</td>
<td>50</td>
<td>112</td>
<td>✓</td>
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<tr>
<td>San Diego, CA (MTS)</td>
<td>506</td>
<td>97</td>
<td>-</td>
<td>-</td>
<td>171</td>
<td>-</td>
</tr>
<tr>
<td>San Jose, CA (VTA)</td>
<td>396</td>
<td>61</td>
<td>-</td>
<td>-</td>
<td>185*</td>
<td>✓</td>
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</tbody>
</table>

* Includes Call and Ride/Flex Ride and/or Taxi

Source: RTD and National Transit Database, 2018
How is the RTD System Performing?

**Operating Expenses by Mode**

- **RTD (2018)**
  - Bus: 61%
  - Rail: 30%
  - Demand Response: 9%

- **Peer Average (2018)**
  - Bus: 62%
  - Rail: 31%
  - Demand Response: 7%

**Ridership by Mode**

- **RTD (2018)**
  - Bus: 67%
  - Rail: 31%
  - Demand Response: 1%

- **Peer Average (2018)**
  - Bus: 60%
  - Rail: 33%
  - Demand Response: 1%

Demand Response includes Access-a-Ride and FlexRide

Source: RTD Annual Service Performance Reports by Service Class
Fixed-route Bus Revenue Hours per Capita

2018 Annual Revenue Hours per Capita

= RTD w/ MallRide
= RTD w/o MallRide
= Peer Average
Fixed-route Bus Cost per Revenue Hour

2018 Cost per Revenue Hour

- Denver, CO (RTD)
- Denver, CO (RTD w/o MallRide)
- Dallas, TX (DART)
- Houston, TX (METRO)
- Portland, OR (TRIMET)
- Salt Lake City, UT (UTA)
- San Diego, CA (MTS)
- San Jose, CA (VTA)

Cost per Revenue Hour

- = RTD w/ MallRide
- = RTD w/o MallRide
- = Peer Average
Fixed-route Bus Boardings per Revenue Hour

2018 Annual Boardings per Revenue Hour

- Denver, CO (RTD)
- Denver, CO (RTD w/o MallRide)
- Dallas, TX (DART)
- Houston, TX (METRO)
- Portland, OR (TRIMET)
- Salt Lake City, UT (UTA)
- San Diego, CA (MTS)
- San Jose, CA (VTA)

Boardings per Revenue Hour

- = RTD w/ MallRide
- = RTD w/o MallRide
- = Peer Average
Fixed-route Bus Operating Expense per Passenger

- Denver, CO (RTD)
- Denver, CO (RTD w/o MallRide)
- Dallas, TX (DART)
- Houston, TX (METRO)
- Portland, OR (TRIMET)
- Salt Lake City, UT (UTA)
- San Diego, CA (MTS)
- San Jose, CA (VTA)

2018 Annual Cost per Passenger

- RTD w/ MallRide
- RTD w/o MallRide
- Peer Average

Cost per Passenger

Light Rail Revenue Hours per Capita

2018 Annual Revenue Hours per Capita

Note: W Line opened in 2013, R Line opened in 2017
Light Rail Cost per Revenue Hour

Note: W Line opened in 2013, R Line opened in 2017
Light Rail Boardings per Revenue Hour

2018 Annual Boardings per Revenue Hour

Note: W Line opened in 2013, R Line opened in 2017
Light Rail Operating Expense per Passenger

2018 Cost per Passenger

Note: W Line opened in 2013, R Line opened in 2017
Key Peer Findings

- RTD is the largest service area and has the lowest population density of any of the peers. Only half the population density of the next least dense peer.
- The majority of transit ridership at RTD, like the peer group average, is carried on bus service.
- RTD provides more service per resident (both bus service and rail service) than our peers.
- Ridership per revenue hour on rail service is lower than the peer average and is lower than all peers except San Jose.
- Otherwise RTD is essentially comparable on the other metrics.
Understanding Tradeoffs in Investments
SOP System Design Themes

Four SOP Design Themes to Initiate Tradeoffs Discussion

1. Service Quality – Fast, reliable, and frequent service
2. Social Equity/Community - People in need of transit
3. Cost Efficiency – Highest ridership per service hour
4. Geographic Coverage – Spread service throughout the District
## SOP Scenario Evaluation Matrix - DRAFT

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<td>B. SOCIAL EQUITY</td>
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<td>C. COST EFFECTIVENESS</td>
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<td>D. COVERAGE</td>
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What We’ve Heard From the Board
What We’ve Heard From You

• Reinforced the need for community outreach and partnering
  o RTD Board to participate directly
  o Engage the Citizen’s Advisory Committee
  o All research/outreach needs to be inclusive
• Be open about our challenges – recognize our strengths
• Need to work together with our regional partners, operators, employees and ATU
• Stress that the SOP will define the short/mid-term service plan and will identify and balance trade-offs
What We’ve Heard From You

- Ensure we are balancing short/mid-term needs with the long-term vision of the organization
- Seek opportunities to leverage existing investments and services
- Increase communication between Technical Working Group and Advisory Committee meetings to maintain momentum
- Evaluate the potential for voucher programs
Public Outreach
Outreach

• Focus on public outreach for proposed service adjustments over the next few months to resolve current labor issues and avoid confusion
• Delay the Mobility Plan for the Future until the new GM/CEO is hired
• Continue working with key stakeholders, Technical Working Group, Advisory Committee and technical staff to develop SOP alternatives
• Begin extensive outreach on SOP alternatives starting in late Spring
Next Steps
Next Steps

• Technical Working Group - February 12th
• Advisory Committee - February 13th

• RTD Board of Directors Study Session - February 18th
  o Review System Optimization Core Network
  o Review of policies and practices that influence service implementation
QUESTIONS?