



**GREATER  
DENVER  
TRANSIT**

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## Agenda

- |        |                    |
|--------|--------------------|
| 6:00pm | Doors Open         |
| 6:30pm | Meeting Start      |
| 6:32pm | The News           |
| 6:55pm | Events & Projects  |
| 7:05pm | Transit Demand     |
| 7:25pm | RTD BoD Candidate  |
| 7:40pm | Lynn Guissinger    |
| 8:00pm | Rebecca White, PUC |
| 8:30pm | Drinks @ DUS       |

# Monthly Meeting

**July 18th, 2024**



HOLD ON TO  
WINNING BACK  
ELLEN  
STREET COFFEE BAR AND

# The News

# California Zenbyr Trip



**GDT**  
**the California**  
from D  
to Salt L

**e of what is**  
**f Colorado**  
investment  
ability.

# Stadler Factory Tour



**GDT arranged a tour of Stadler's US rail manufacturing plant.**

**Invited Via Rio Grande along with Utah Rail Passengers Association.**

**Explored potential equipment for Colorado + support Utah rail ambitions.**



# Salt Lake City Trip



**GDT met up with  
Via Rio Grande along  
with Utah Rail  
Passengers Assn.**

**Exchanged ideas  
about doing Union  
Station in Salt Lake.**

**Discussed challenges  
for local transit ops -  
Salt Lake better off.**

# Salt Lake City Trip



Fully accessible electric buses, light rail vehicles, and heavy rail cars



# 4014 “Big Boy” Returning to Denver



9-State “Heartland of America Tour”

Tour leaves Cheyenne on Thu Aug 29th

Expected to stop in Denver late October returning from Texas.

# G Line Frequency



## RTD COMMUTER RAIL NETWORK

Rail

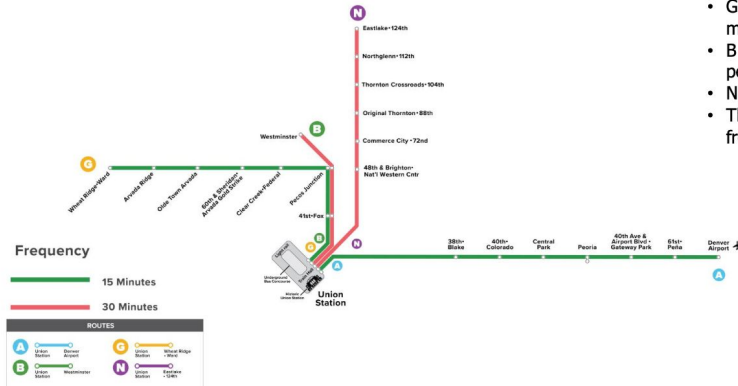
### Proposed Commuter Rail Service

### What is the current service?

- RTD presently operates four commuter rail lines (A, B, G, N)

### What is proposed?

- G Line weekday frequencies are improved from 30-minutes to 15-minutes (peak and midday periods)
- B Line frequencies are improved from 60-minutes to 30-minutes in the peak periods and 60-minutes in the midday period
- N Line frequencies remain at 30-minutes all-day
- The A and G lines are considered "Core" routes at 15-minute frequencies. The B and N lines are considered "Connect" routes



15 minute frequency was part of the SOP

We think DTO has had enough funding and operators to do so.

RTD's operating plan for DTO has remained at 30 min frequencies





**UPDATED**

# RTD's Light Rail Crisis

# Jun 24 - RTD Responds to the PUC's Letter



**“RTD has not historically notified the PUC when speed restrictions are implemented in connection with preventative maintenance. Such notification is not required.”**

**“Regarding your assertion that the Joint Labor Management Safety Committee, RTD Board, and PUC approved Public Transportation Agency Safety Plan (PTASP), which documents the processes and procedures to implement a Safety Management System (SMS), is not adequate, I firmly disagree.”**

# Jul 24 - What Standards Were RTD Using?



APTA RT-FS-S-002-02, Rev. 1  
First Published: Sept. 22, 2002  
First Revision: April 7, 2017  
Rail Transit Fixed Structures Inspection and Maintenance Working Group

## Rail Transit Track Inspection and Maintenance

**Abstract:** This standard provides minimum requirements for inspecting and maintaining rail transit system tracks.

**Keywords:** fixed structures, inspection, maintenance, qualifications, rail transit system, structures, track, training

**Summary:** This document establishes a standard for the periodic inspection and maintenance of fixed structure rail transit tracks. This includes periodic visual, electrical and mechanical inspections of components that affect safe and reliable operation. This standard also identifies the necessary qualifications for rail transit system employees or contractors who perform periodic inspection and maintenance tasks.

**Scope and purpose:** This standard applies to transit systems and operating entities that own or operate rail transit systems. The purpose of this standard is to verify that tracks are operating safely and as designed through periodic inspection and maintenance, thereby increasing reliability and reducing the risk of hazards and failures.

This document represents a common viewpoint of those parties concerned with its provisions, namely operating/ planning agencies, manufacturers, consultants, engineers and general interest groups. The application of any standards, recommended practices or guidelines contained herein is voluntary. In some cases, federal and/or state regulations govern portions of a transit system's operations. In those cases, the government regulations take precedence over this standard. The North American Transit Service Association (NATSA) and its parent organization APTA recognize that for certain applications, the standards or practices, as implemented by individual agencies, may be either more or less restrictive than those given in this document.  
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## 2021 RTD Track Safety Standards

## 2017 APTA Track Inspection & Maintenance

In a memo sent to the PUC in May 2023, RTD described the 2021 standards as “current”.

But RTD told GDT in July 2024 “Following the development of standard operating procedures and training materials, and upon the completion of required employee training, the standard was fully implemented May 1, 2024.”

# Jul 24 - RTD Edited the Inspection Method



## 3. Inspection (APTA Version)

### 3.1 Track inspection

- a. Tracks used by revenue trains shall be inspected weekly on foot, or by riding over the track in a vehicle at a speed that allows detection of noncompliance with these standards. In the unusual event that a walking or riding inspection cannot be performed, a qualified person must inspect the track from a revenue vehicle in a position that allows full view of the roadbed. Inspections must be performed by a qualified person as prescribed by Section 2. An interval of at least three but not more than 11 calendar days must elapse between inspections.

## 3.1 Track inspection (RTD Version)

- a) Tracks used by revenue trains shall be inspected twice weekly by riding over the track in a vehicle at a speed that allows detection of noncompliance with these standards. In the unusual event that a walking or riding inspection cannot be performed, a qualified person must inspect the track from a revenue vehicle in a position that allows full view of the roadbed. Inspections must be performed by a qualified person as prescribed by Section 2. An interval of at least two but not more than 11 calendar days must elapse between inspections.

**“Staff walk the entire system every 90 days to take additional measurements and carefully document anomalies. The quarterly walking inspections allow the agency to take measurements, collect thousands of data points, identify recurring issues, and analyze patterns. The actual month of an inspection may be adjusted within a quarter.”**

# Jul 24 - Table 11c is the same...



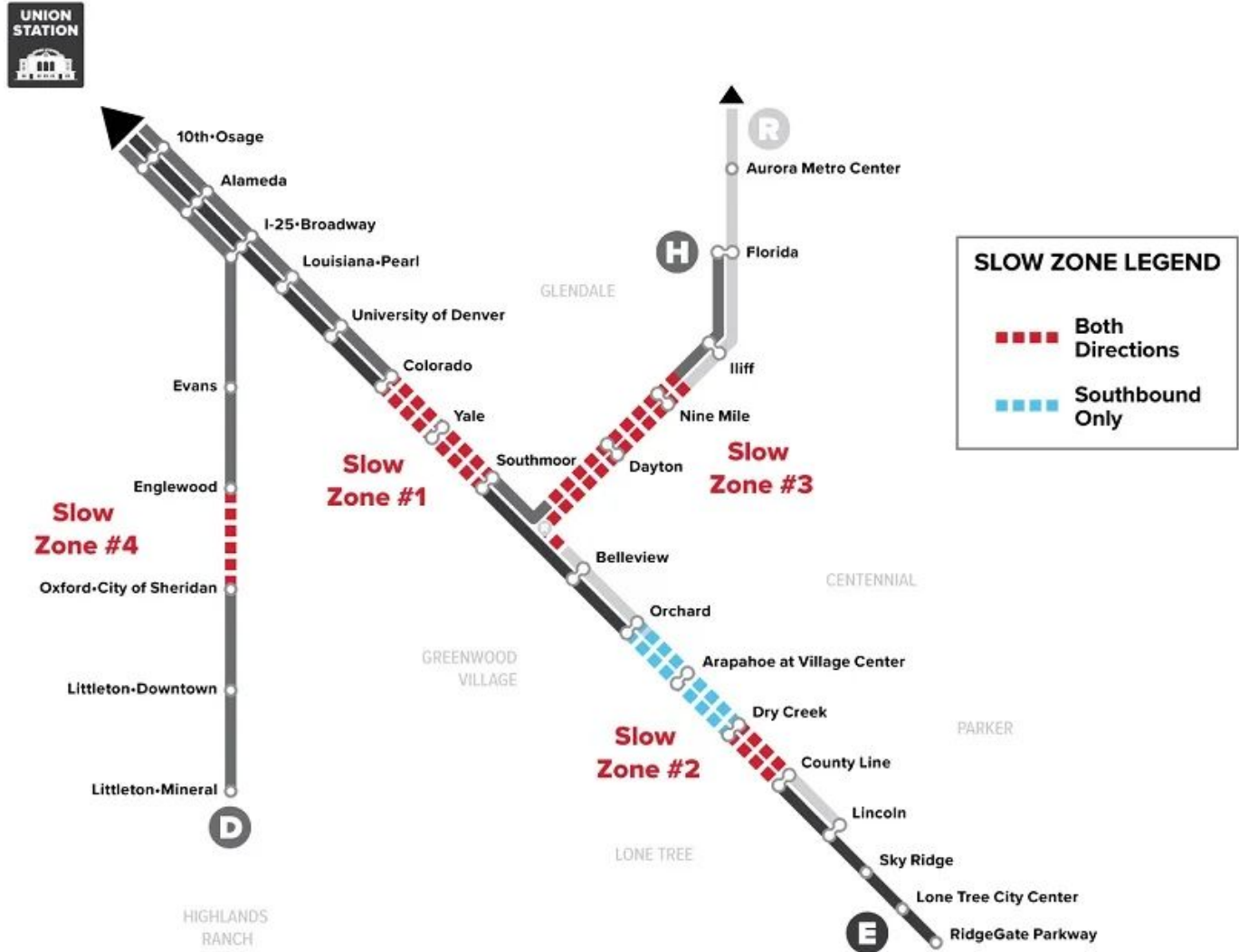
**TABLE 11c**  
Rail Defect Remedial Action

Other Rail Defects	Depth	Size	Priority	Minimum Remedial Action <sup>1</sup>
Flattened rail	Greater than or equal to 3/8 in.	Greater than or equal to 8 in.	2	H
Ordinary break	n/a	Any	1	A or E
Damaged rail	n/a	Any	2	D
Base-corroded rail	Medium (moderate)		2	A2; see section 10.1.7
	Severe (significant)		1	Replace rail; see section 10.1.7
Short wave rail corrugation	Over 1/8 inch deep		2	Grind rail
Wheel burn, "squat" or shell	Less than 1/8 inch	Less than 3 inches		A2
	Equal to or larger than 1/8 inch	Equal to or larger than 3 inches	1	Replace rail

1. Minimum remedial actions are coded as follows:

- A A qualified person shall supervise each operation over defective rail at a speed not to exceed 15 mph.
- A2** A qualified person shall make visual inspection. The qualified person may determine that operation may continue without continuous visual supervision at a maximum of 10 mph for up to 24 hours. If the rail is not replaced within that 24-hour period, then inspections by a qualified person shall continue, not more than 24 hours apart, until the rail is replaced or a determination is made requiring a more restrictive action.
- B Apply joint bars within 20 days after it is determined to keep the track in use and limit operating speed over defective rail to a maximum of 30 mph until joint bars are applied; thereafter, limit speed to 60 mph. When a search for internal rail defects is conducted and defects are discovered in tracks with operating speed over 60 mph, then the operating speed shall be limited to 60 mph for a period not to exceed four days. If the defective rail has not been removed from the track or a permanent repair made within four days of the discovery, then the maximum operating speed shall be limited to 30 mph until joint bars are applied; thereafter, limit speed to 60 mph.

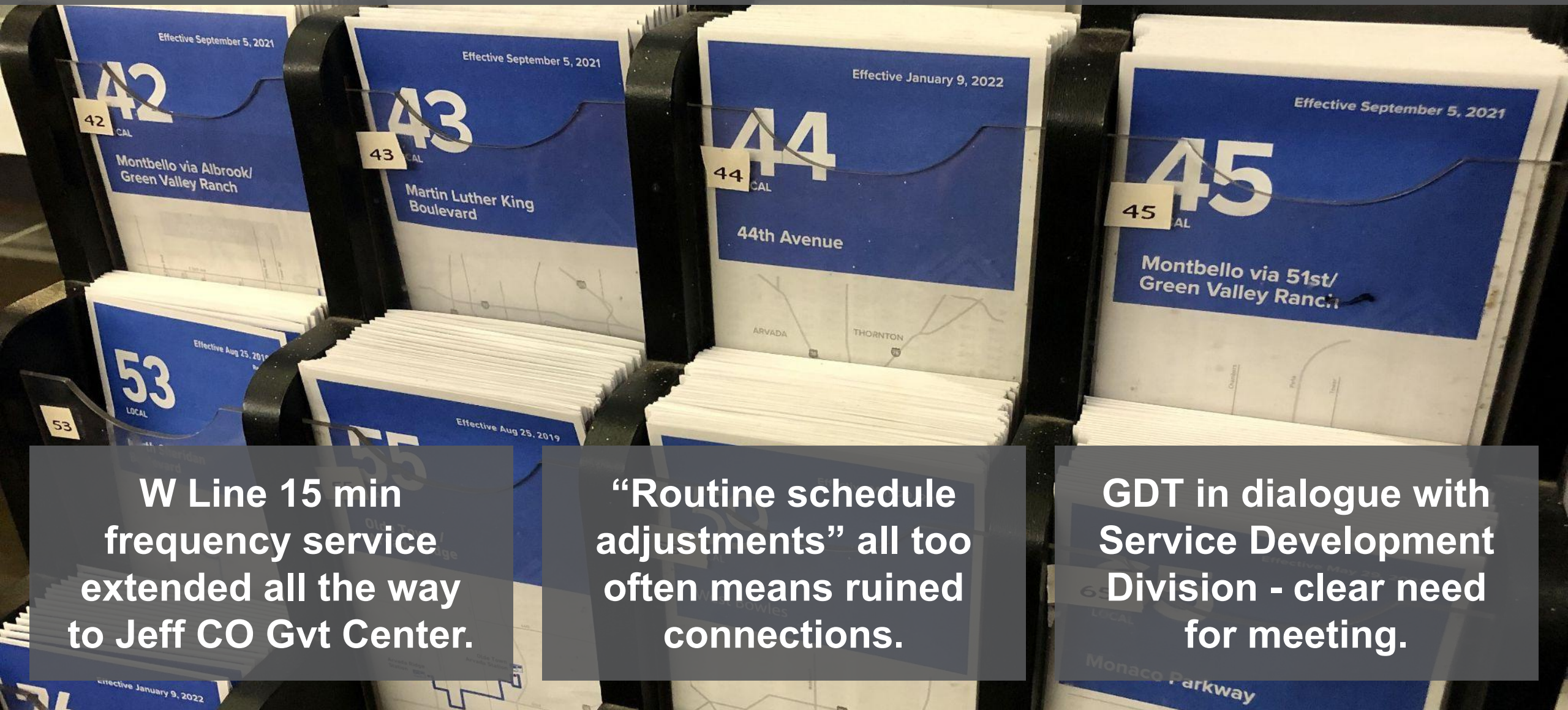
# Jul 24 - More Slow Zones, More Muddling





**Did they know?**

# RTD September 2024 Service Changes



**W Line 15 min frequency service extended all the way to Jeff CO Gvt Center.**

**“Routine schedule adjustments” all too often means ruined connections.**

**GDT in dialogue with Service Development Division - clear need for meeting.**



## But RTD's intervention flipped one of those councilors in a crucial vote.

The Denver City Council narrowly approved a bill in March that helped fund the road-only Peña Boulevard study.

The bill would have failed if not for RTD, one council member now says.

Councilwoman Flor Alvidrez told Denverite this week that she had opposed funding the road-only study. But just before the vote, a DIA official asked RTD's lobbyist to inform Alvidrez and other councilors about the transit agency's "limitations to expanding the A Line," according to internal emails obtained by Greater Denver Transit and shared with Denverite.

RTD's lobbyist replied that he would, "explain that RTD is participating in the DEN working group discussions related to Pena, provide background on RTD's current A Line operations, and provide a summary of what it would take to study A Line expansion if their [sic] was a desire."

Alvidrez said the lobbyist told her the A Line wasn't yet at capacity and that it would be difficult for them to land funding until it was. She interpreted the phone call as RTD saying it had no interest in improving the A Line.

"I was very shocked," Alvidrez said, adding: "I can't imagine why RTD wouldn't be fighting for some funding to make the train service better or safer or anything. So the fact that RTD was calling me to tell me that they didn't want any additional funding, honestly, was really confusing. It made no sense to me."

So she changed her vote, and the study funding bill passed seven to six.

"I did change my vote," she said. "I wanted more funding to go to RTD so they could improve their public transit to the airport. But when RTD is calling you telling you 'we don't want it,' it's like, 'why am I going to fight for them?' "

Nate Minor broke story on RTD and lobbying Denver Councilmember

es this align with the values of the Johnston Administration?





Regional Transportation District

# Organizational Assessment

Final Report

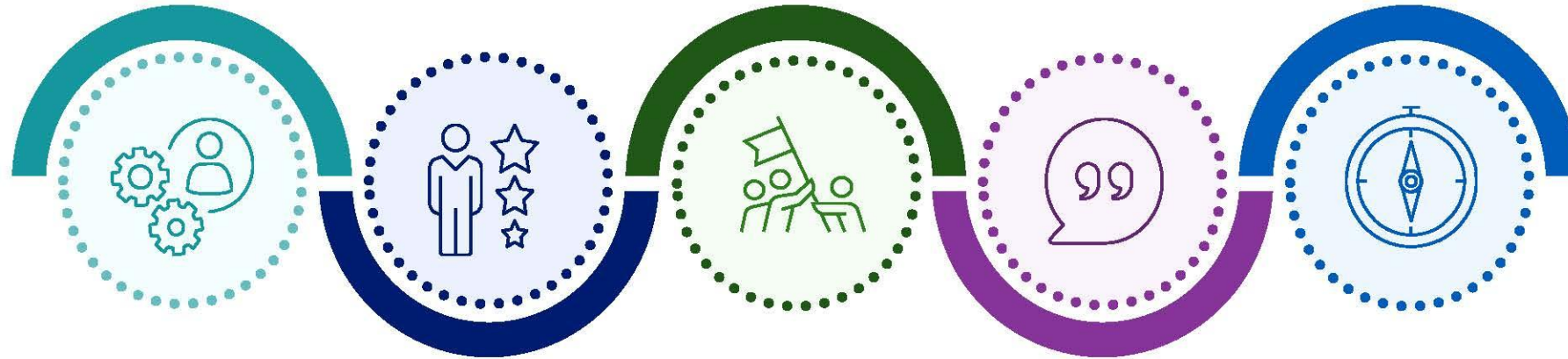
**June 24, 2024**

# Findings

## *Thematic Challenges*



The assessment surfaced the following challenges:



### **Organization and Staffing**

RTD's organizational structure, staffing approach, and leadership dynamics are not supporting the agency to function in an optimal manner

### **Employee Experience**

Certain agency practices discourage high performance and employee commitment

### **Coordination and Collaboration**

RTD's hierarchical organizational culture impedes collaboration and coordination

### **Communication**

Employees, supervisors, and managers need more information to be effective in their roles

### **Future Direction**

Employees are unclear about RTD's future direction and worried about its prospects for success

# Findings

## *Organization and Staffing*



**RTD's organizational structure, staffing approach, and leadership dynamics are not supporting the agency to function in an optimal manner**

**The Board's engagement in day-to-day management is a source of concern**

- The Board is perceived to be focused on management rather than governance and policy making
- There are perceptions that Board members are using RTD resources to pursue personal agendas rather than advance vital public needs

**The senior leadership team is not operating in a strategic or cohesive manner**

- The GM/CEO has been highly focused on internal matters because she has not had confidence in all members of her team
- The senior leadership team is described as disjointed and focused on firefighting rather than strategy
- There are reports that senior leadership team members “stay in their own lane” and do not engage in shared strategy development or problem solving

**There is uneven confidence in members of the senior leadership team**

- Several members of the senior leadership team are highly regarded, but there are concerns about the integrity of some members

# Findings

## *Organization and Staffing*



**RTD's organizational structure, staffing approach, and leadership dynamics are not supporting the agency to function in an optimal manner**

**There are questions about the alignment of various organizational units and activities. For example:**

- Why does Paratransit report to the Chief Operations Officer rather than Bus Operations?
- Why are there three facilities maintenance groups?
- Why are bus and rail managing their own network servers?
- Why is training so distributed?
- Why is the sign shop in Bus Operations rather than working with those who do similar kinds of work within the Chief Communications and Engagement Officer's portfolio?
- Why is the print shop under the Chief People Officer?
- Should IT and Cybersecurity report to different senior leaders to create strong checks and balances?
- Why does Bus Operations have its own engineer when this is a Capital Programs function?

# Findings

## *Organization and Staffing*



**RTD's organizational structure, staffing approach, and leadership dynamics are not supporting the agency to function in an optimal manner**

### **RTD's organizational structure hampers the agency's effectiveness**

- Much of RTD's organizational structure appears to have been created in response to personality conflicts or career aspirations rather than organizational needs
- There are reports of functional overlaps in some departments. This is perceived to waste resources and make it difficult for internal and external stakeholders to know who does what
- There is no chief technology officer guiding the agency's IT strategy
- There is general recognition that the agency's structure should be realigned, but there is no consensus about how this should be done

### **Multiple service units are perceived as difficult to navigate and there is interest in having an assigned point of contact**

- Employees especially want identified contacts in HR and Contracting and Procurement who understand their needs and issues

# Findings

## Organization and Staffing



**RTD's organizational structure, staffing approach, and leadership dynamics are not supporting the agency to function in an optimal manner**

**Based on Segal's review of major U.S. transit agencies\*, the senior leadership team appears to be missing key strategy roles**

- The following table displays roles commonly found in executive teams of large transit agencies across the United States

Common Transit Agency Executive Team Roles	
Roles In Place at RTD	Roles Not in Place at RTD
<ul style="list-style-type: none"><li>• General Manager/Chief Executive Officer</li><li>• Chief Communications and Engagement Officer</li><li>• Chief Financial Officer</li><li>• Chief Infrastructure Officer <i>(RTD uses Assistant General Manager, Capital Programs)</i></li><li>• Chief Operating Officer</li><li>• Chief People Officer</li><li>• Chief Planning Officer <i>(RTD uses Assistant General Manager, Planning)</i></li><li>• Chief Safety and Security Officer <i>(RTD has a Chief of Police and Emergency Management)</i></li><li>• General Counsel</li><li>• Government Relations Officer</li></ul>	<ul style="list-style-type: none"><li>• Chief Customer Experience and Engagement Officer</li><li>• Chief Diversity, Equity and Inclusion Officer</li><li>• Chief Strategy Officer</li><li>• Chief Technology Officer</li><li>• Deputy Chief Executive Officer</li><li>• Inspector General/Internal Auditor <i>(RTD uses external auditors)</i></li></ul>

\*The list of transit agencies reviewed in this benchmarking analysis can be found on page 57.

# Findings

## *Employee Experience*



### Certain agency practices discourage high performance and employee commitment

- Employees report inconsistent adherence to the agency's stated values

RTD's Stated Values	What Employees Describe
<b>Passion:</b> We will be purposeful in delivering our work	Unnecessary complexity and a lack of direction and resources make it challenging to achieve quality results
<b>Respect:</b> We will demonstrate respect and integrity in our interactions with both our colleagues and community members	There is a practice of treating employees in other work groups (cross-divisional) and sometimes customers in a demeaning manner
<b>Diversity:</b> We will honor diversity in thought, people, and experience, being receptive to unique ideas and viewpoints to achieve optimal results in problem-solving	Ideas for improving the agency are routinely ignored or dismissed
<b>Trustworthiness:</b> We will be forthright in our actions; we will do what we say, when we say we will do it	Requests for assistance, resources or information are not consistently honored
<b>Collaboration:</b> We will approach our work in a collaborative manner, seeking and acknowledging valued input from our colleagues and the community	Collaboration is regularly discouraged and structurally inhibited
<b>Ownership:</b> We will commit ourselves to continuous learning and do what it takes to deliver our shared vision	Mistakes are often punished and concealed rather than used as learning opportunities



# Findings

## *Future Direction*



### **Employees are unclear about RTD's future direction and ability to be successful**

#### **Employees are concerned about RTD's long-term viability**

- Employees are worried about and embarrassed by public trust issues that have emerged because of variable service levels, personal security and mechanical safety concerns, and the inability to deliver on transit expansion plans
- Employees recognize the need to make RTD a more desirable transit option, but the path to accomplish this is unclear
- There are concerns about the ability to recruit the next generation of employees and how this will impact the agency's capacity to meet current and future demands

#### **RTD organizational identity is in question**

- After years of growth and expansion, RTD is now in a maintenance mode, a status that feels uninspiring and raises issues about staffing levels and organizational structures

#### **Employees are anxious about potential changes in the leadership team and agency governance**

- GM/CEO is viewed as key to RTD's long-term success and rumors of her likely departure are a significant source of consternation
- Potential changes to the Board's structure are a source of concern

#### **A significant percentage of employees at all levels struggle to see how their work is reflected in RTD's strategic plan priorities**

- Many of these interviewed were challenged to connect their day-to-day work to the "Back to Basics," "Welcoming Transit Environment," and "People Power" strategic initiatives

# Findings

## *Future Direction*



### **Employees are unclear about RTD's future direction and concerned about its ability to be successful**

#### **The growth of the police force is a significant source of concern among many at RTD**

- While bus and rail operators tend to want a larger police presence, many employees are strongly opposed to the growth of the police department. This opposition is based on perception that the police:
  - Are not effectively addressing bus and rail operator concerns
  - Have been hired to treat social problems as criminal matters
  - Are "sucking resources" out of RTD
  - Have taken over buildings and parking spaces
  - Have not made authentic attempts to get to know others within RTD

#### **Several members of the police department are concerned about their ability to be successful. They report:**

- The department may be growing too quickly to support the success of new hires (e.g., training, equipment, etc.)
- Bus and rail operators have unrealistic expectations for a police presence on buses and rail cars
- The department has not yet built out a cohesive, community-based policing model in line with the culture of the region RTD serves

# Organizational Strengths



**The organizational assessment revealed multiple strengths upon which RTD can build. Examples include the following:**

## **Mission**

Employees are proud to be supporting the region's transit needs

## **Leadership**

The GM/CEO is viewed as inspiring, dynamic, strategic, transparent, caring and courageous. She is widely described as having very high standards

## **Organizational Stability**

RTD is considered a stable employer that offers valued employment security

## **Coworkers**

Relationships within work teams are strong and coworkers tend to work together effectively

## **Career Paths**

The breadth of roles within the agency creates opportunities to build a long-term career within RTD and move laterally across the organization

## **Pay and Benefits**

- Employees value their benefit options and increasingly competitive pay
- Longer-tenured employees appreciate their participation in the legacy pension program
- The double-time pay option for represented employees is highly valued

## **Flexibility**

Employees who are eligible for a four-ten and/or hybrid work schedule are grateful for this flexibility and the ability to save time and reduce commuting costs

# GDT's Big Wide World of Transit





# Events

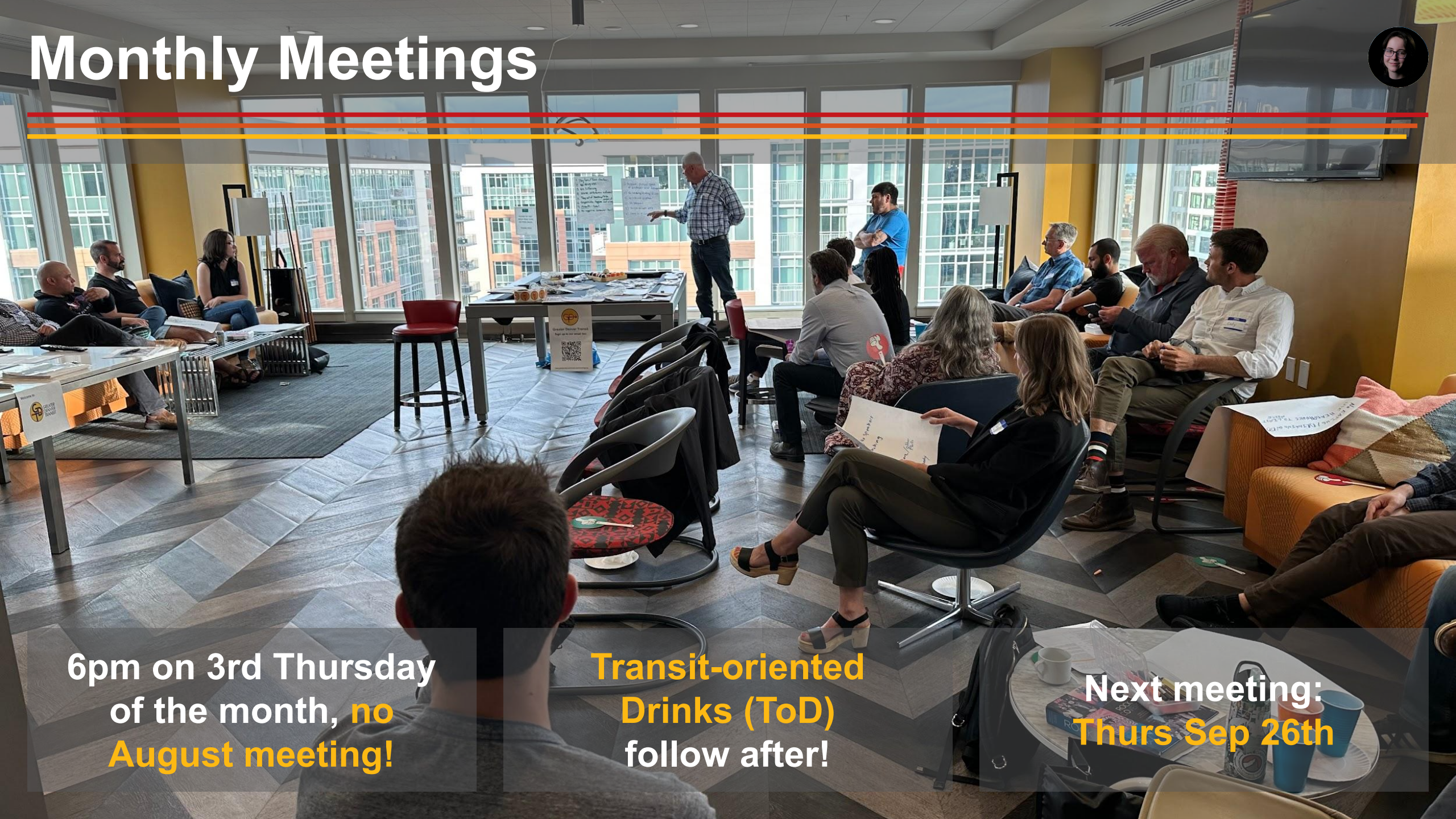
HELLO  
My name is  
Matt



# Monthly Meetings

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6pm on 3rd Thursday  
of the month, **no**  
**August meeting!**

**Transit-oriented**  
**Drinks (ToD)**  
follow after!

Next meeting:  
**Thurs Sep 26th**

# RTD Board of Directors Meeting



**Peak Service Study**  
Northwest Rail  
**Feasibility Study Update**

**Item XVI.2 - Discussion Item**  
XV. General Manager's Report  
XVI. Discussion Items  
XVI.2. Discussion Item  
Northwest Rail Peak Service Feasibility Study Update  
XVI.2.1. Discussion Item  
A. 2024-2025 Year-Over-Year Performance Review and Annual 2025 Performance Improvement Plan  
B. 2024-2025 Year-Over-Year Performance Review  
C. 2024-2025 Year-Over-Year Performance Review  
D. 2024-2025 Year-Over-Year Performance Review  
E. 2024-2025 Year-Over-Year Performance Review  
F. 2024-2025 Year-Over-Year Performance Review  
G. 2024-2025 Year-Over-Year Performance Review  
H. 2024-2025 Year-Over-Year Performance Review  
I. 2024-2025 Year-Over-Year Performance Review  
J. 2024-2025 Year-Over-Year Performance Review  
K. 2024-2025 Year-Over-Year Performance Review  
L. 2024-2025 Year-Over-Year Performance Review  
M. 2024-2025 Year-Over-Year Performance Review  
N. 2024-2025 Year-Over-Year Performance Review  
O. 2024-2025 Year-Over-Year Performance Review  
P. 2024-2025 Year-Over-Year Performance Review  
Q. 2024-2025 Year-Over-Year Performance Review  
R. 2024-2025 Year-Over-Year Performance Review  
S. 2024-2025 Year-Over-Year Performance Review  
T. 2024-2025 Year-Over-Year Performance Review  
U. 2024-2025 Year-Over-Year Performance Review  
V. 2024-2025 Year-Over-Year Performance Review  
W. 2024-2025 Year-Over-Year Performance Review  
X. 2024-2025 Year-Over-Year Performance Review  
Y. 2024-2025 Year-Over-Year Performance Review  
Z. 2024-2025 Year-Over-Year Performance Review

**Next board meeting:**  
**Tues July 30th**  
**1660 Blake at 5:15pm!**

**Please come give public comment!**

**Board Candidate Questionnaire Posted in Slack within the week**

# RTD Celebrates 60 Years of Civil Rights



## 60 Years of Civil Rights:

*A Community Mixtape  
Celebration*

**July 20, 2024  
12 p.m. – 3 p.m.**

**The Studio Loft  
908 14th Street, Denver, CO 80202**

**Unveiling of a commemorative bus.**

**Share a personal song that moves you to action, and contribute to our unique "Civil Rights Mixtape," curated live by attendees.**

**Say hi to coalition partners such as Denver Streets Partnership.**



# Ride-Alongs!



Tonight, we enjoy the refurbished Denver Union Station lounge!

Will meet at 8:30pm since no transit connection is required

Let us know your ideas for future ride-alongs!

# Transit-Oriented Hike



**GDT's first  
transit-oriented hike:  
7:45am Sat Aug 24th  
Gate B4 Union Station**

**The trip will take  
Bustang to Rocky  
Mountain National  
Park.**

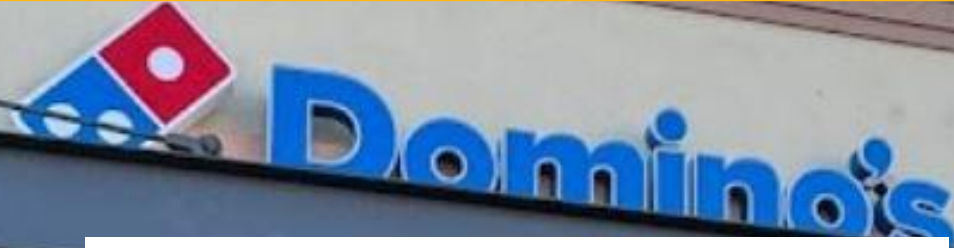
**We will head back at  
3:15 pm (arrive back  
at DUS at ~6 pm).**



# Pizza Fund: For Members Only

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***venmo***

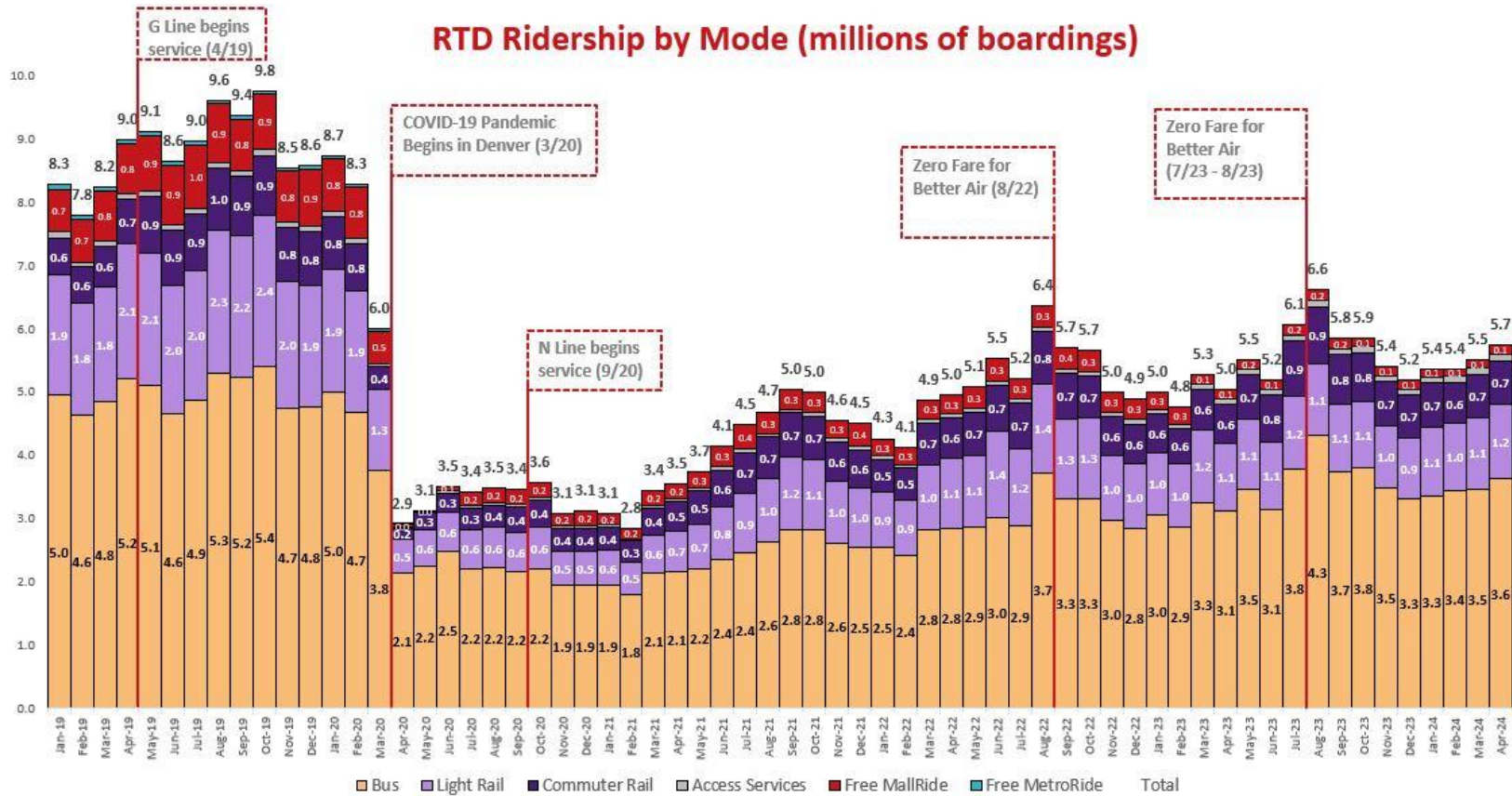
**\$3 for each piece of pizza.**



A wide-angle photograph of a modern train station platform. The platform is paved with light-colored concrete and features a yellow tactile strip along the edge. Overhead power lines and support structures are visible, with a black support pole in the foreground on the left labeled 'M1-6' and another on the right labeled 'M2-4'. In the background, a train is visible on the tracks, and the station has several covered waiting areas. The sky is a mix of blue and white clouds, suggesting a late afternoon or early morning setting.

# Projects

# RTD Ridership Analysis - Apr 2024



**YoY % Growth\*:**

- Bus: +6% YoY**
- Light Rail: +1% YoY**
- Heavy Rail: +0% YoY**
- Total: +4% YoY**

\* Growth rates adjusted for equalized work week days on a year-over-year basis

**Apr 2019**  
**9.0m riders**

**Apr 2021**  
**3.5m riders**

**Apr 2024**  
**5.7m riders**

# RTD Operator Shortage - Data Corrected



YoY Net Increase in Hiring\*:

Bus: **+94 People**

Light Rail: **+9 People**

Total: **+103 People**

\*YoY Increase (decrease) includes Full Time + Part Time operators presented net of attrition (voluntary & involuntary)

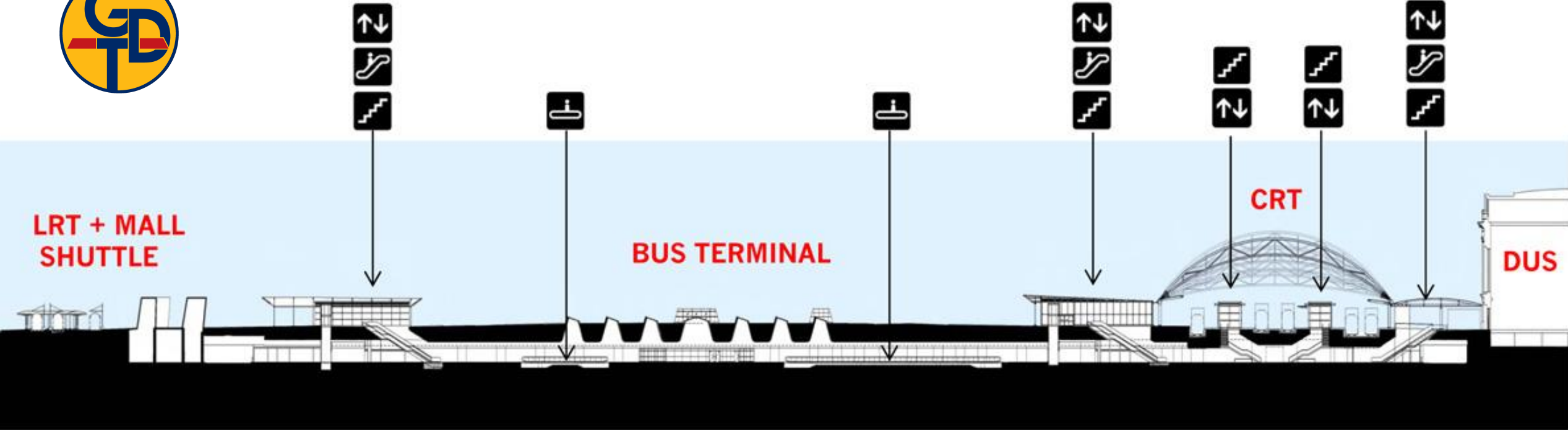
Bus: **88 Vacancies**  
864 vs. 952 Budget

Light Rail: **38 Vacancies**  
164 vs. 202 Budget

Bus+LRT: **126 Vacancies**  
1,038 vs. 1,154



Moving Walkway



# Transit Demand Analysis

Public Concourse: 783'



**transit**



**RTD has visibility into total boardings and alightings at stops, but not the origin and destination points for riders.**

**Where do riders who board at one stop actually get off?**

...we can answer this question and many more with our analysis work and data through the **Transit** app!



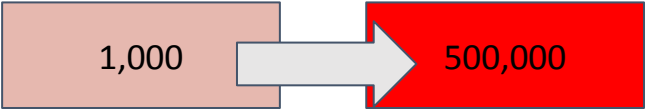
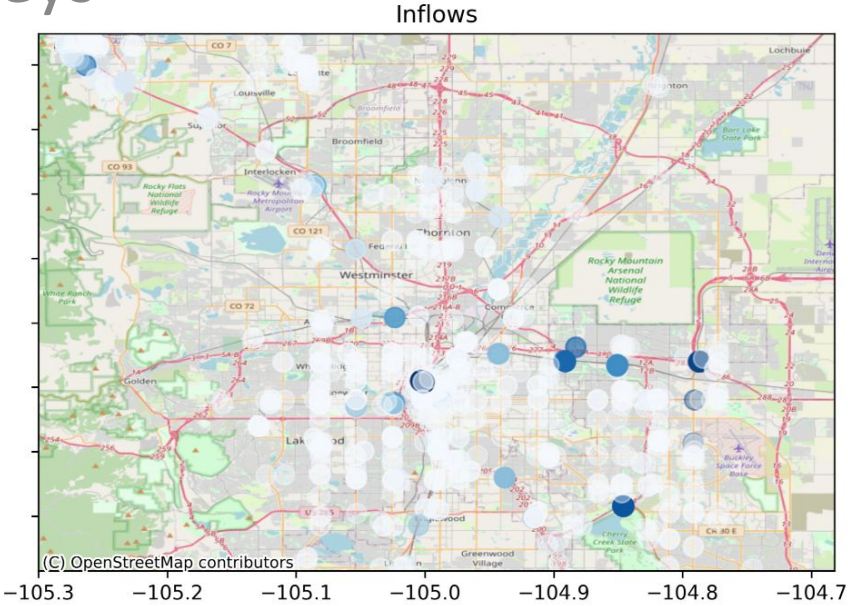
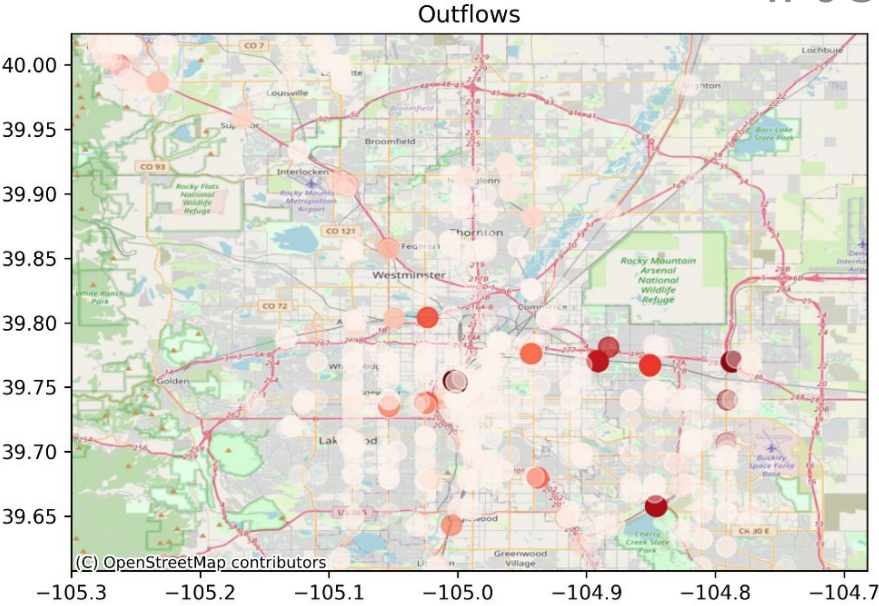


# TransitApp Ridership Data - Background



We are tracking journeys from beginning to end.  
Granularity at the transfer level.

## # Journeys



~2.3 Mill. Filtered Trips  
**11/20/22 - 2/8/24**

~11.8 Mill. Suggestions  
**11/20/22 - 2/8/24**

Trip Start/End/Middle  
**Full Trip Visibility**

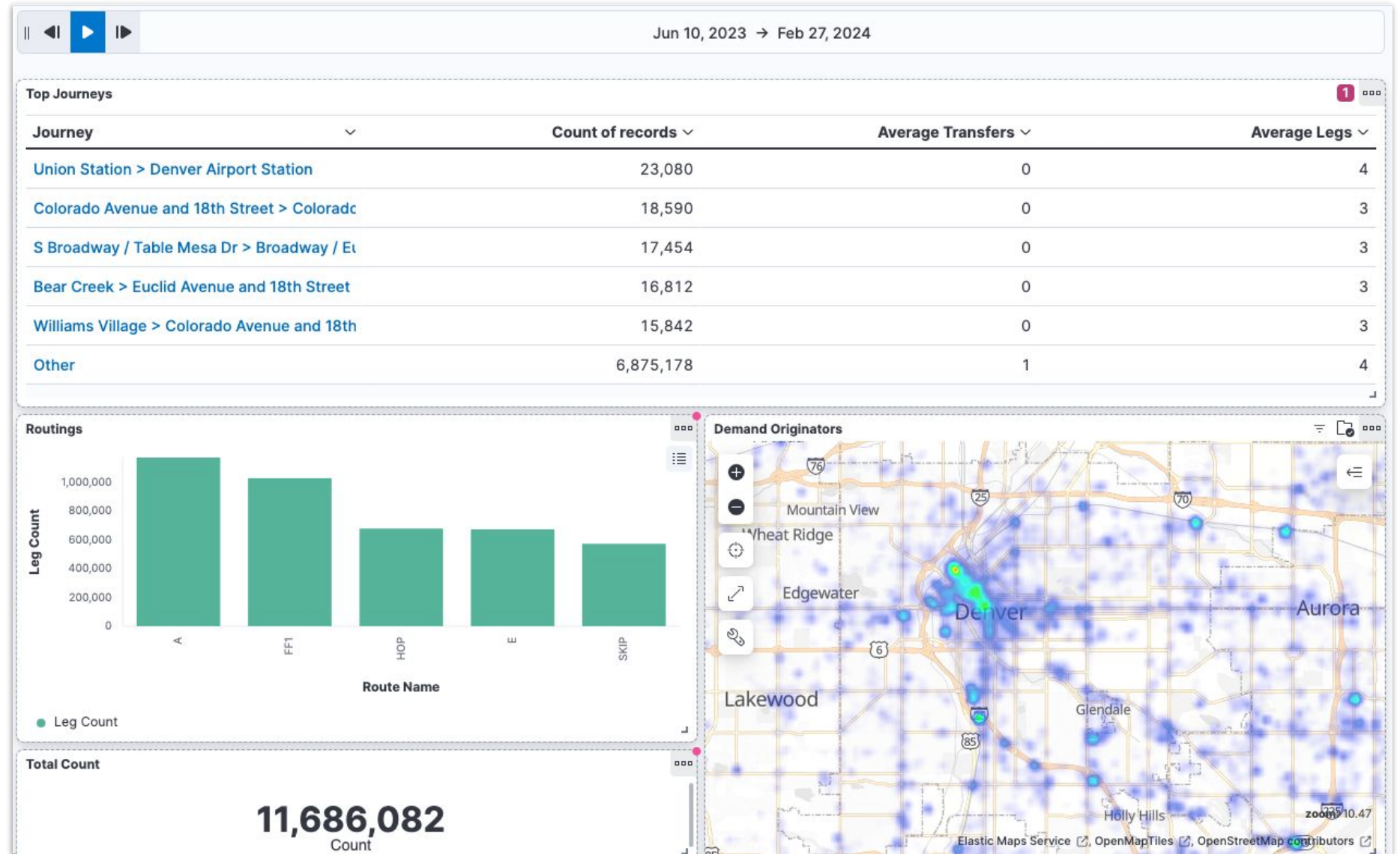
# Rider Search Dashboard - Demand Analysis



See where riders are wanting to go from searches

Trends per period or daypart

Discover rider needs + wants



# Transfer Dashboard - Popular Transfer Points



Transfer Point: Union Station
1

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**Top Journeys**

Journey	Count	# Transfers	# Legs
US 36 / Table Mesa Station Gate A > Union Station > Union Station > Thornton Crossroads / 104th Station (Track 2) > Thornton C	804	2	7
US 36 / Flatiron Station Gate D > Union Station > Union Station > Thornton Crossroads / 104th Station (Track 2) > Thornton Cros:	796	2	7
30th St / Euclid Ave > Broadway / Baseline Rd > Broadway / Baseline Rd > Union Station > Union Station > Denver Airport Station	480	2	7
US 36 / Flatiron Station Gate D > Union Station > Union Station > Thornton Crossroads / 104th Station (Track 2) > Thornton Cros:	448	2	7
Boulder Junction / Depot Square Station Gate S2 > Broadway / Baseline Rd > Broadway / Baseline Rd > Union Station > Union Sta	442	2	7
Other	172,824	2	8

**Significant Station Origins**

US 36 / Table Mesa Station Gate A  
**Broadway / Baseline Rd**  
 US 36 / Flatiron Station Gate D

Immediate Station Origins - Count

**Transfer Counts**

Count	Percentage
278.18	278.18%
19.41	19.41%
3	
4	2.19%
5	0.22%

**Total Count**

**175,794**  
Count

**Routings**

Route Name	Leg Count
FF1	~120,000
A	~60,000
15	~30,000
O	~20,000
E	~15,000

**Significant Station Destinations**

Thornton Crossroads / 104th Station Gate D  
 Thornton Crossroads / 104th Station (Track 1)    Thornton Crossroads - 104th Station (Track 2)

Immediate Station Destinations - Count

**Query journeys with stops**

**Analyze linkage patterns**

**Optimize and streamline routes**

# Routing Dashboard - Linkage Analysis



Top Journeys

Union Station > Denver Airport Station: Routings

Top Routings	Count	Transfers
A	36,944	0
FF1 > A	62,574	1
E > A	11,466	1
A > AB1	8,828	1
W > A	6,858	1
0 > A	4,272	1
15 > A	3,942	1
BOUND > FF1 > A	5,158	2

**Locate Intermediate Stops**

**Find Extraneous Transfers**



**Solve for Route Recommendations**

# RTD needs visibility - Cases to optimize

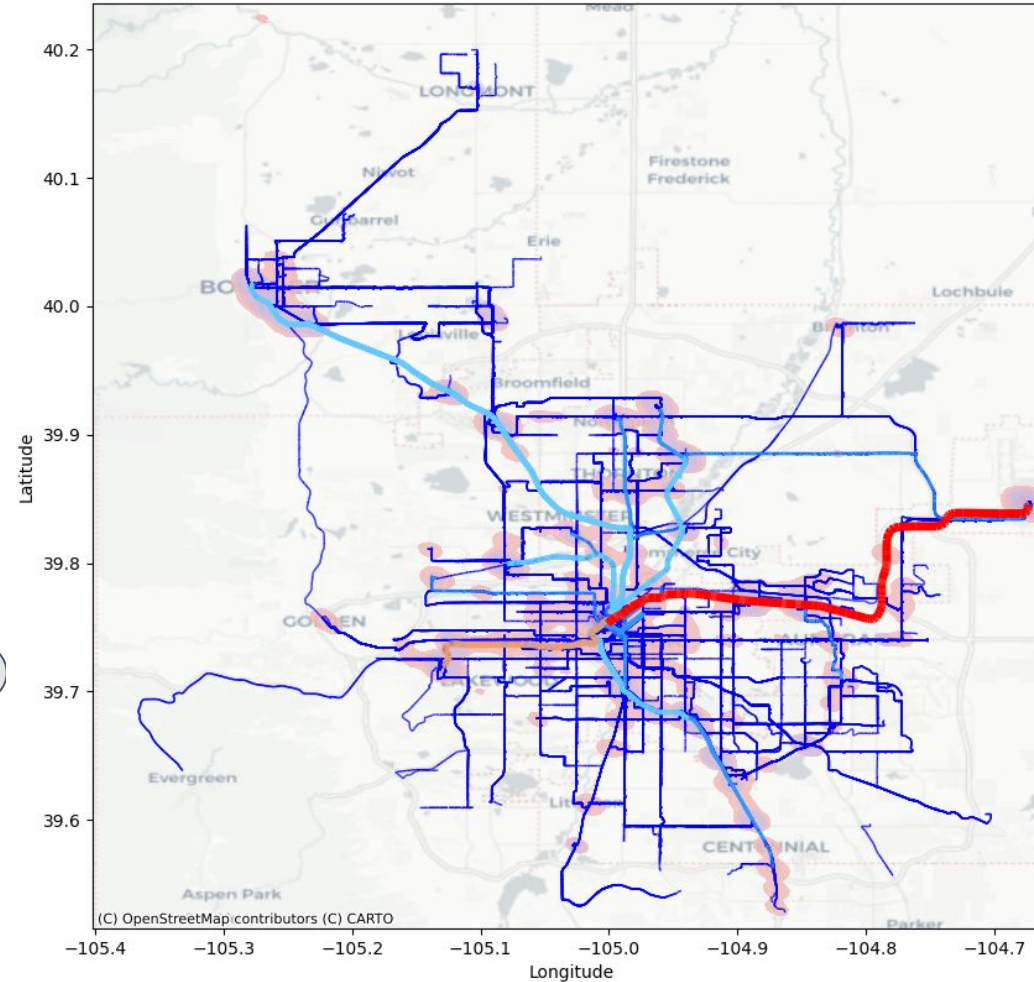


**Detour  
Inefficiency**

**Solve for network  
efficiency +  
individual routes**

**Where to  
optimize first?**

**Extension  
Inefficiency**

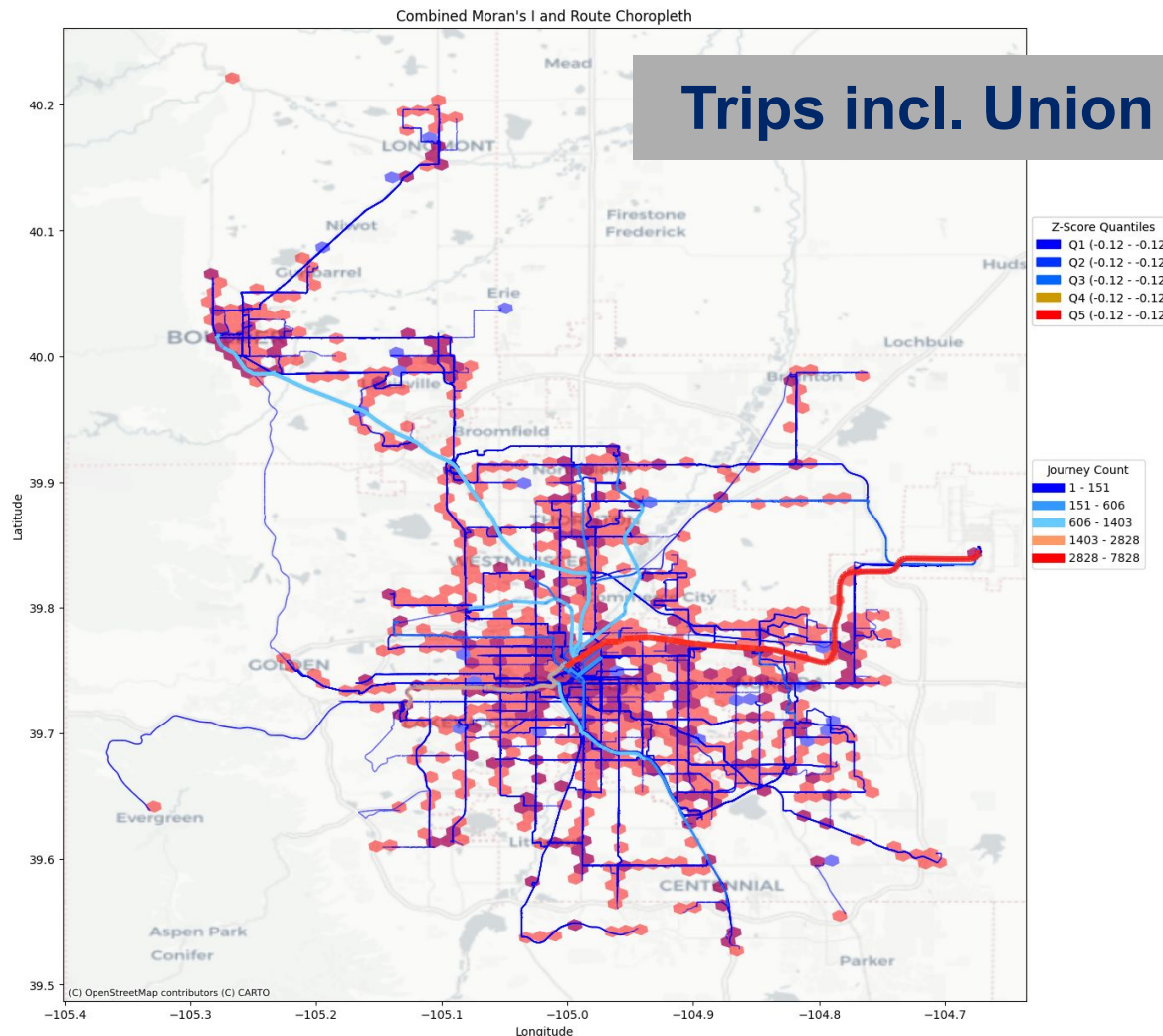


**Trips incl. Union Station**

# RTD Intermediate Transfers - 2022-2023



Top hourly flows for transfers, potential new services



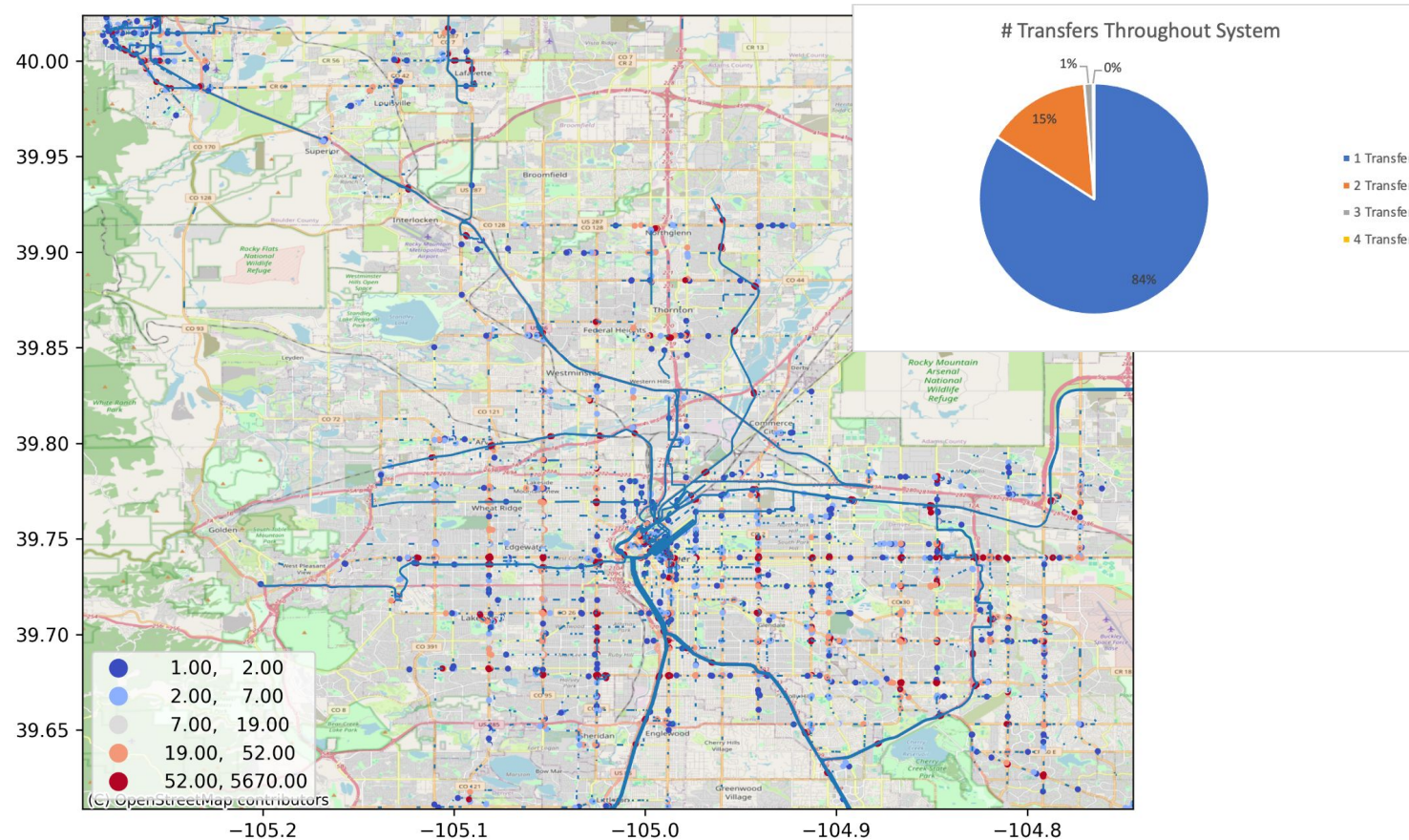
Darker purple  
higher hourly  
flows - core  
denotes more  
demand and  
potential  
network  
efficiencies with  
trunks outside  
too.

**Downtown Bus  
Plan in Core +  
Trunks outside  
circumventing**

# 1+ Transfers on Transit Journeys - 2022-2023



Only 16% of RTD journeys involve a transfer (1+)



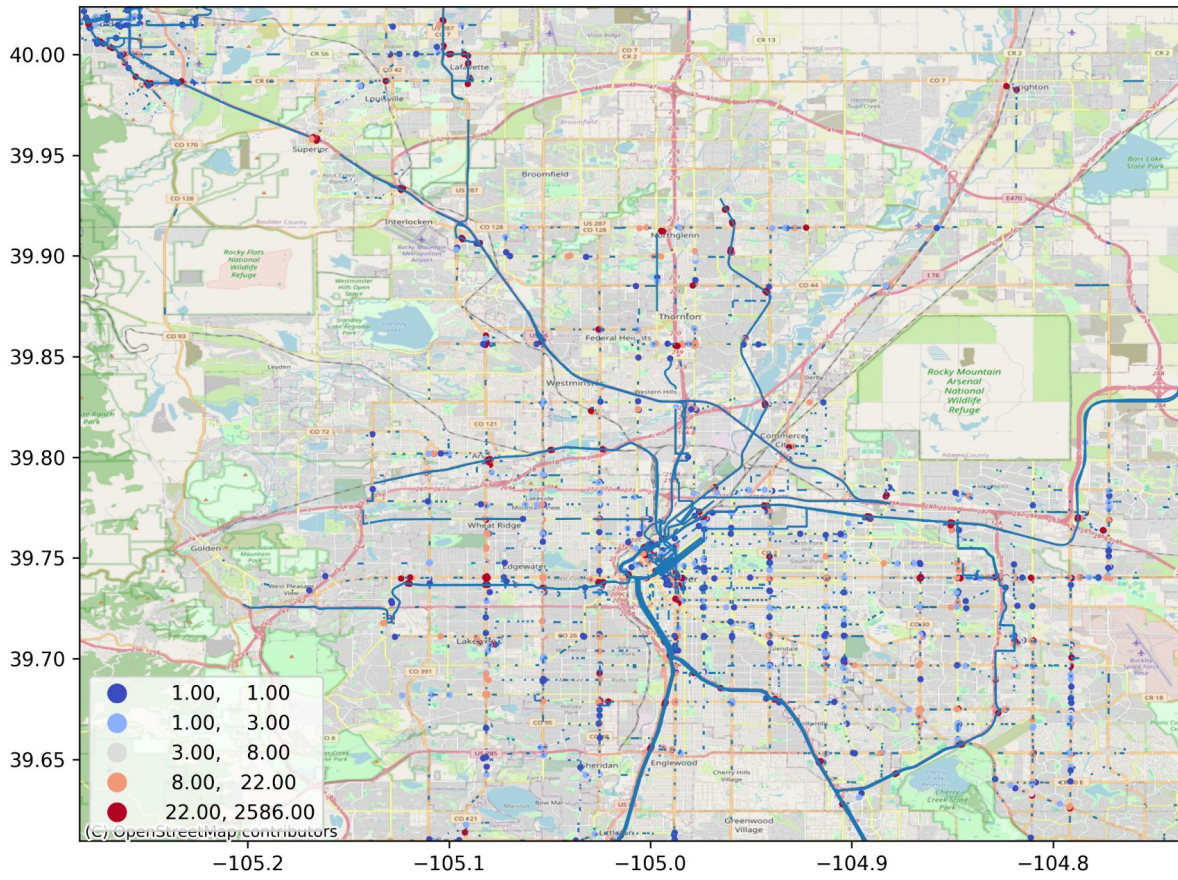
Single transfers can be made without needing to go to the core

> 1 transfers -  
Group DUS 22% -  
Group Non - 13%

# 2+ Transfers on Transit Journeys - 2022-2023



Only ~3% of RTD journeys involve two or more transfers!



Ridership becomes more concentrated in the core as transfers increase 2+ (DUS 2%, non DUS ~1%)

**Journeys 2+ decrease 2x outside of Union**



# 2+ Transfers on Transit Journeys - 2022-2023



Union station is typically an intermediate point for these journeys.  
 Notice where they originate from and where they're going.

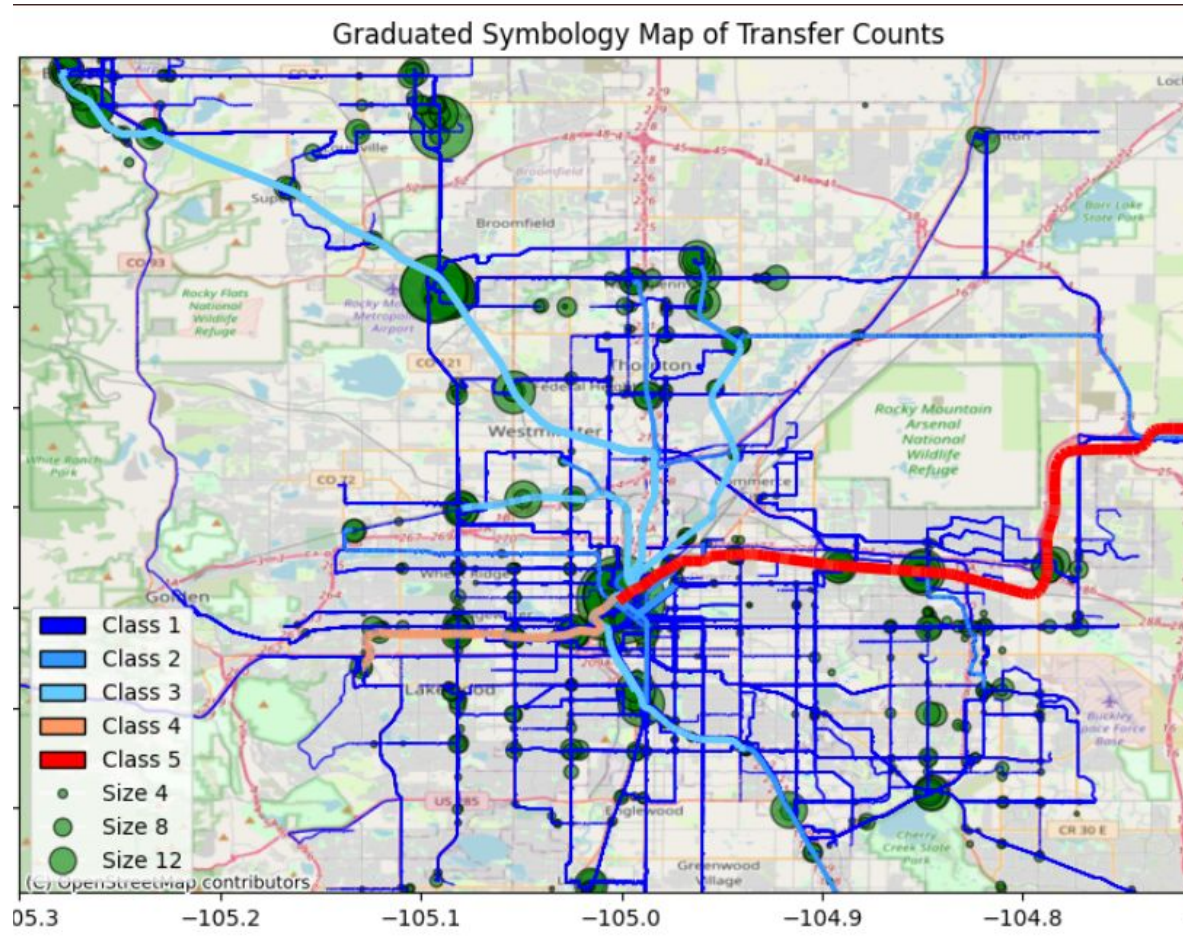
More northern transfers; south underserved?

contains_stop	total_transfer	route_sequence	stop-sequence	matching_journeys	percentage
Union Station	2	FF1->N->104L	Union Station->Thornton Crossroads->Airport	310	0.88677842
Union Station	2	BOUND->FF1->A	Broadway / Baseline Rd->Union Station->Airport	201	0.574975685
Union Station	2	AB1->104L->N	Airport->Thornton Crossroads->Union Station	120	0.343269066
Union Station	2	D->E->A	I-25 / Broadway Station->Union Station->Airport	72	0.205961439
Union Station	2	104L->N->FF1	Thornton Crossroads->Union Station->Broadway / Baseline Rd	72	0.205961439
Union Station	2	BOUND->AB1->A	27th Way / Broadway PnR->Airport->Union Station	71	0.203100864
Union Station	2	BOLT->FF1->A	Boulder Station->Union Station->Airport	69	0.197379713
Union Station	2	205->FF1->A	Boulder Station->Union Station->Airport	67	0.191658562
Union Station	2	225->FF1->A	Baseline Rd / Broadway->Union Station->Airport	66	0.188797986
Union Station	2	SKIP->FF1->A	Broadway / Euclid Ave->Union Station->Airport	60	0.171634533
Union Station	2	SKIP->FF1->A	Broadway / Baseline Rd->Union Station->Airport	58	0.165913382
Union Station	2	104L->N->FF1	Thornton Crossroads->Union Station->Table Mesa Station	48	0.137307626
Union Station	2	JUMP->FF1->A	Boulder Station->Union Station->Airport	46	0.131586475

# Conclusion from Transfers - 2022-2023



It is time for RTD to reimagine the route geometry of bus routes.



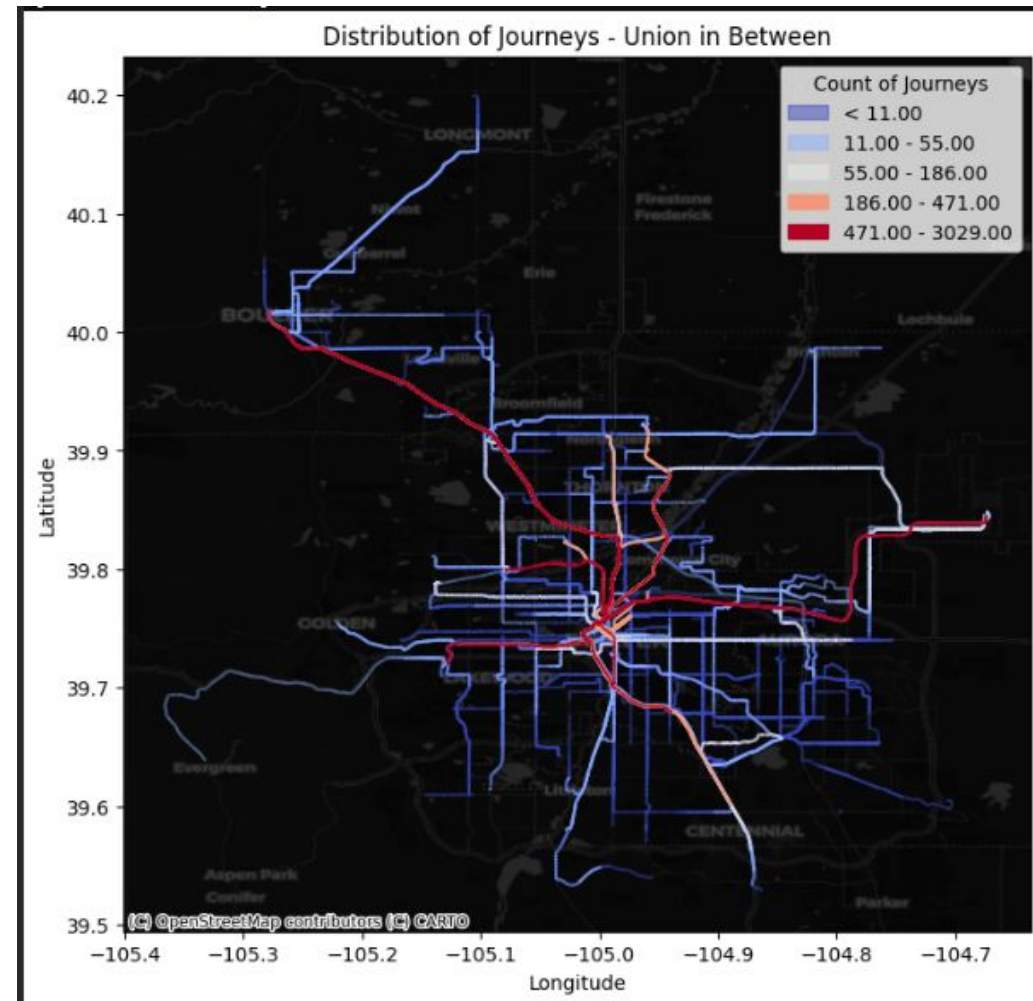
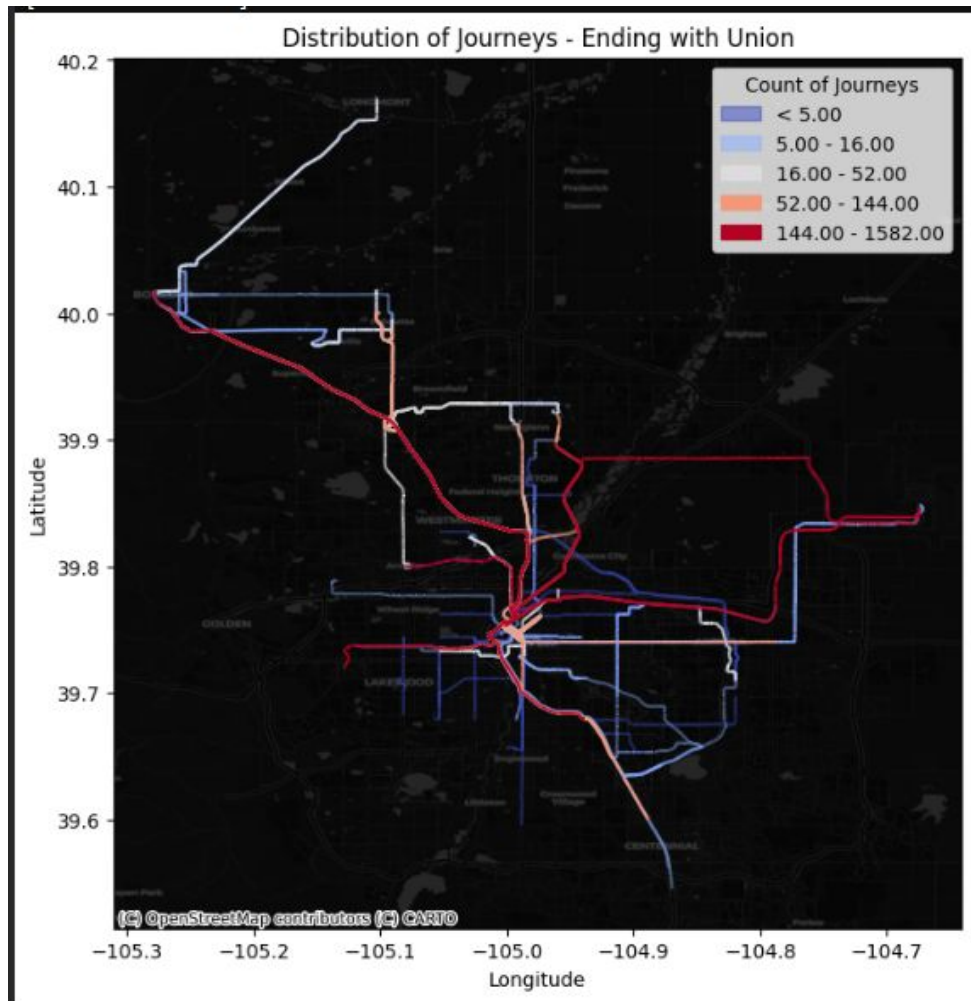
Thicker lines (ex Red - A line) denotes higher ridership, larger circles denote more transfers.

**More riders in north, younger demo - data bias**

# Extension Inefficiency Studies



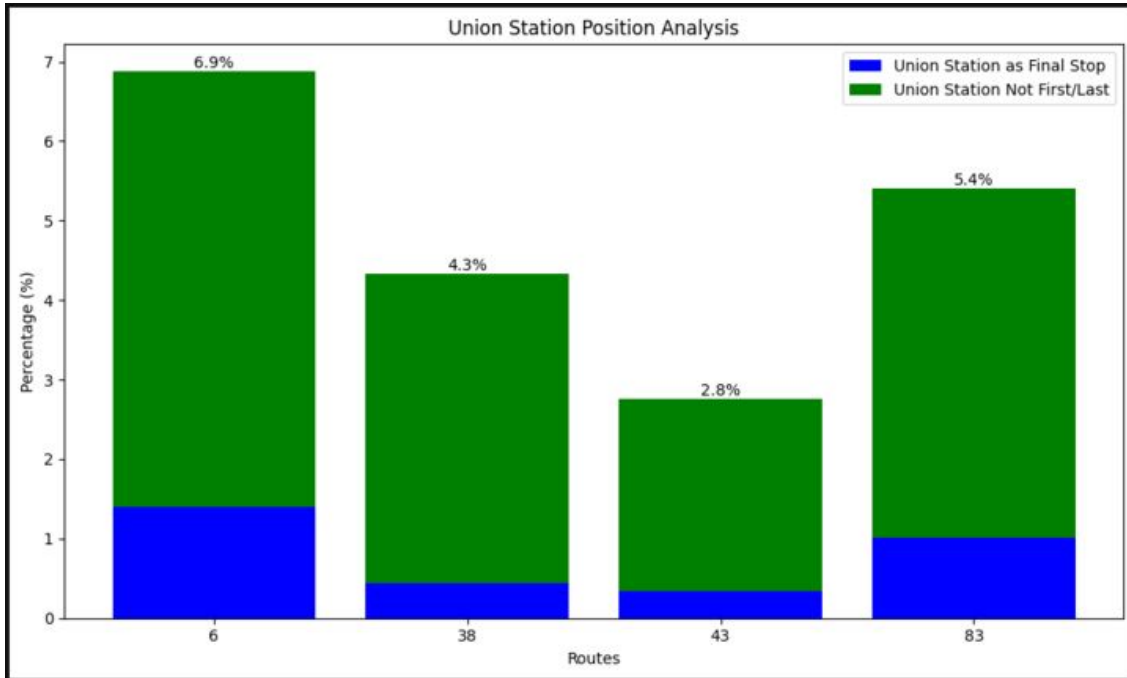
Union station as a necessary intermediate station/stop



# Optimize Example - Downtown Bus Plan



Problematic routes that have lower ridership from conex

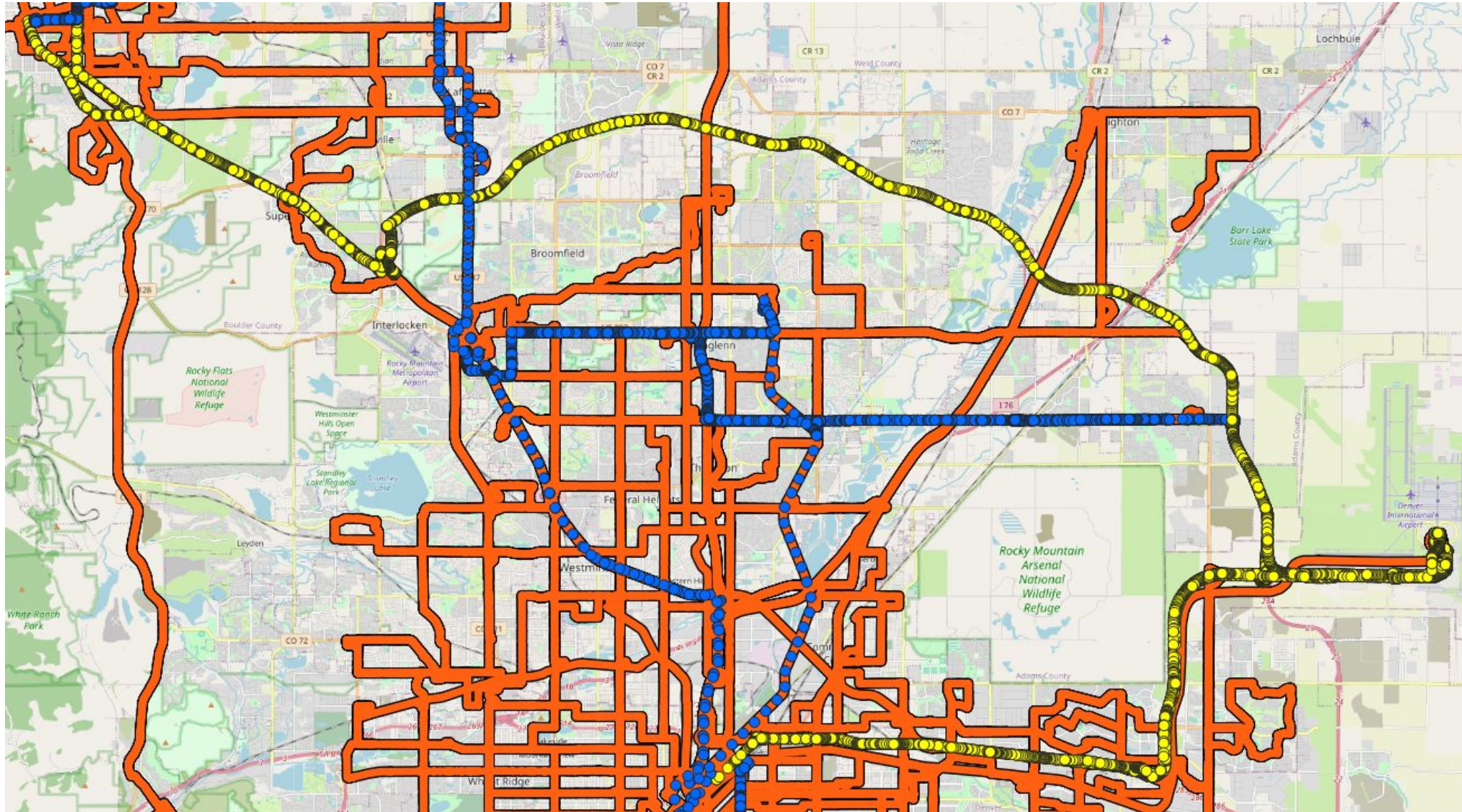


**Extension  
inefficiency in  
action**

Percentage of journeys that extend to Union station is low; in comparison to hypothetical journeys without this extension

**These  
connections are  
lowering demand**

# Next Steps - Detour Inefficiency Studies





**Brett Paglieri**

**RTD Board Candidate, District M**



**Chris Gutschenritter**


**RTD Board Candidate, District D**



**Lynn Guissing**

**RTD Board Vice Chair, District O**



A man with short dark hair, glasses, and a beard is sitting on a train. He is wearing a dark blue checkered blazer over a light blue button-down shirt. He is looking down at a white smartphone in his hands. The background is slightly blurred, showing other passengers and the interior of the train. The lighting is soft and natural, suggesting daytime.

**RTD -- TABOR  
Ballot Issue  
“Without  
Imposing Any  
New Tax or  
Increasing any  
Tax Rate....”**

Keep Colorado Moving

A man with dark hair and glasses, wearing a brown jacket and blue jeans, is sitting on a black metal bench at a bus stop. He is looking down at a small white device in his hands. The bus stop has a glass shelter with a metal frame. The background is a plain, light-colored wall. The overall scene is somewhat desaturated and has a soft, hazy quality.

# Contents

- RTD Funding & TABOR Background
- RTD TABOR Impact
- RTD Progress



**RTD Funding &  
TABOR Background**

# RTD Funding Background

- RTD is funded primarily by a 1% sales & use paid by taxpayers
- Taxpayers directly fund 65 – 75% of RTD's revenues via sales & use tax
- RTD sales & use tax includes:
  - 0.6% "Base System" tax (*historic tax that covers mostly the bus system*)
  - 0.4% "FasTracks" tax (*approved by the voters in 2004 to expand mostly rail*)





## RTD Base System TABOR Exemption History

- In 1995, voters exempted RTD from TABOR revenue limitations through 2005.
- In 1999, voters again exempted RTD from TABOR revenue limitations until the repayment of debt incurred to finance the construction of the Southeast & Southwest light rail lines.
- RTD will pay off those bonds in November 2024, ending RTD's TABOR exemption on the Base System sales tax (0.6%) and certain other revenues.



# RTD TABOR Impact

## \$600 Million will be Subject to TABOR

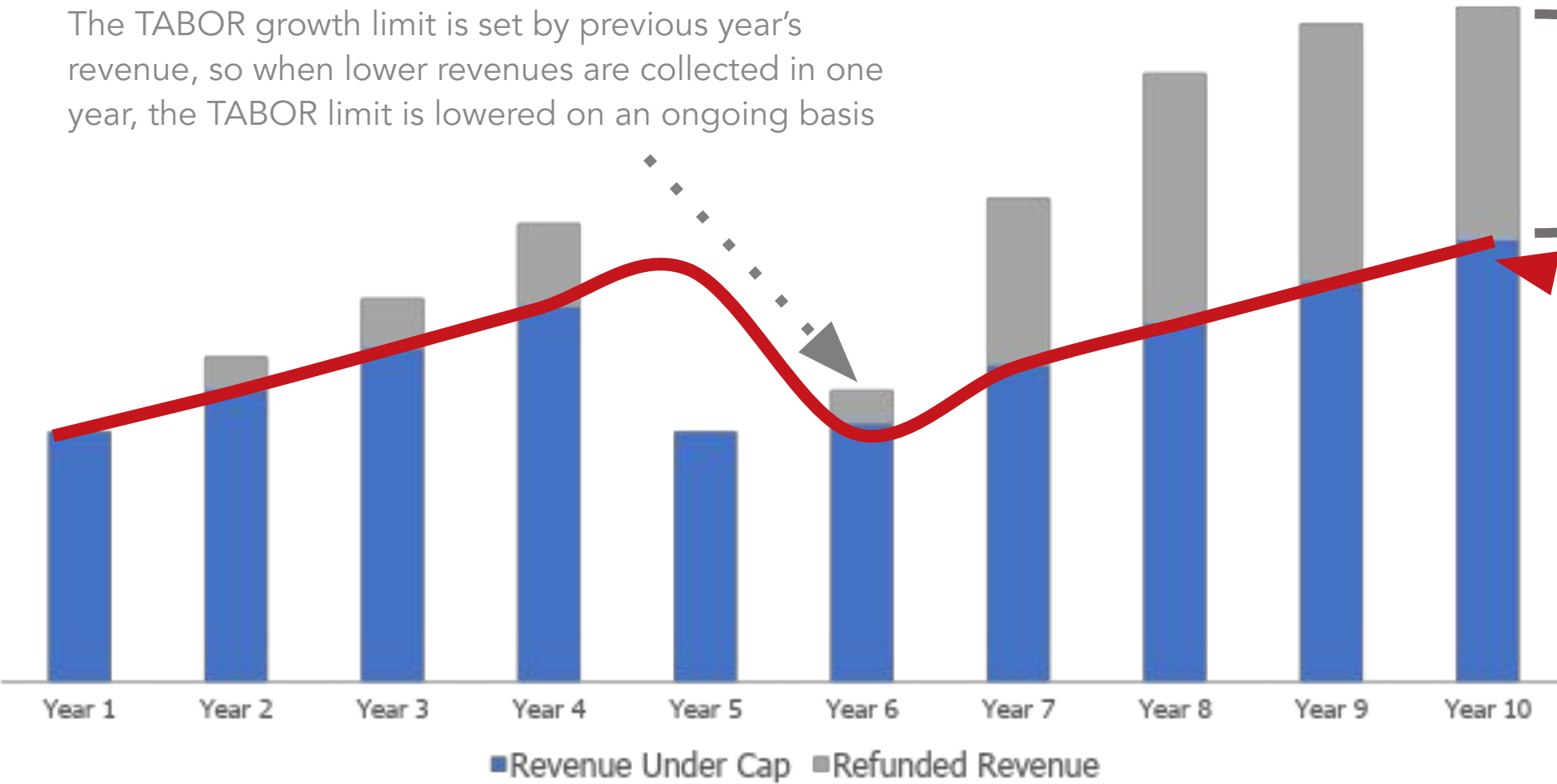
- \$600 million, approximately half of RTD's revenues, will be subject to TABOR revenue growth limitations
- Government entities in Colorado that do not have a TABOR exemption have been refunding approximately 7 – 10% of their revenues.
- Without action RTD will face the "ratchet down" effect.



# RTD Will Face the Risk of a Future TABOR “Ratchet Down”

## “Ratchet Effect” from Lower Revenue

The TABOR growth limit is set by previous year’s revenue, so when lower revenues are collected in one year, the TABOR limit is lowered on an ongoing basis



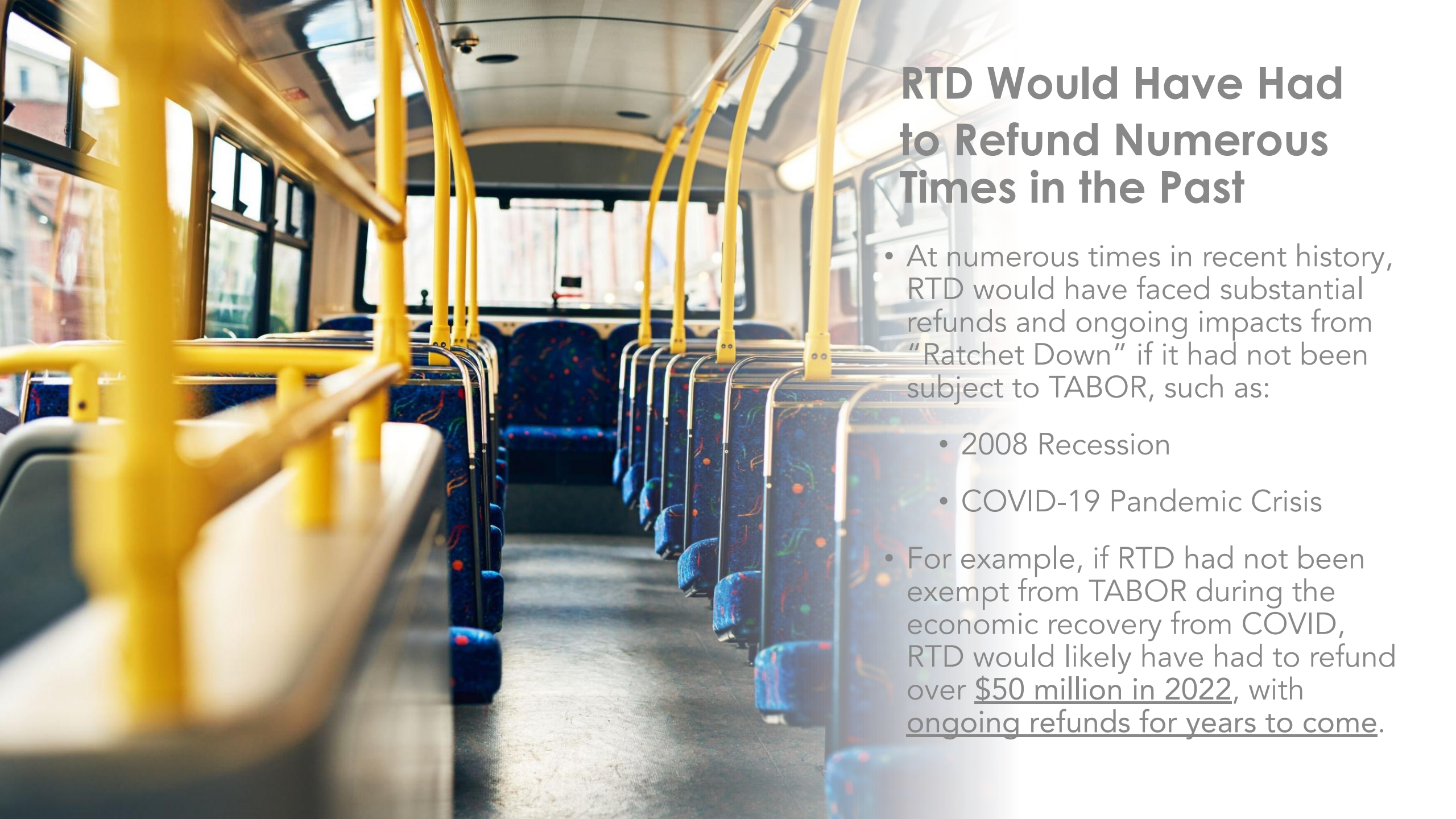
### TABOR Surplus

Revenue refunded over the TABOR limit

### TABOR Limit

The revenue an agency is allowed to retain – note that after a lower revenue year, even as the economy recovers, the agency cannot fully benefit from the recovery at the same rate





# RTD Would Have Had to Refund Numerous Times in the Past

- At numerous times in recent history, RTD would have faced substantial refunds and ongoing impacts from “Ratchet Down” if it had not been subject to TABOR, such as:
  - 2008 Recession
  - COVID-19 Pandemic Crisis
- For example, if RTD had not been exempt from TABOR during the economic recovery from COVID, RTD would likely have had to refund over \$50 million in 2022, with ongoing refunds for years to come.



# REFUNDS WOULD BE SMALL

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Even at the high end, if RTD had to refund \$50 million, how would that be done?

Xcel Credit – Nope

If 2000 recipients, refund might be \$25.



# WHY PRESERVE RTD'S CURRENT REVENUES

- **Advancing Equity & Access to Opportunity:** 20-40% of Coloradans cannot, should not, or prefer not to drive because they're seniors, adolescents, people with disabilities, or cannot afford it. These Coloradans will continue to struggle to access jobs and other services without frequent and reliable non-auto travel options like public transit.
- **Addressing Air Quality and Climate Change:** We need to stop the pollution that's threatening our health and overheating the planet. Transportation is the largest source of GHGs and the sector with the largest deficit in meeting the state's 2025 and 2030 climate targets.
- **Providing Affordable Transportation Options:** Transportation is the 2nd largest household expense in Colorado and represents 25% of take-home income for lower-income residents. Public transit is up to 90% less expensive than car ownership.
- **Improving Safety:** Traveling by public transit is 10x safer than traveling by car, which is especially relevant for Colorado since traffic fatalities have been on the rise, hitting a 40-year high in 2022.
- **Relieving Congestion.** All drivers benefit when more cars are taken off the road.



# Measure has strong grassroots support

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The RTD board referred a measure to exempt RTD from any future TABOR cap.

Metro Mayors Caucus (on behalf of all 38 mayor members) and 18 orgs asked the board to do so.





**RTD referred the  
ballot issue to  
continue recent  
progress**

# RTD is Making Progress

- RTD lowered its fares for the first time in agency history to be affordable, simple, and equitable.
- RTD is taking care of the people's transit investment by choosing to:
  - Fully reconstruct the downtown rail loop.
  - Increasing safety standards for preventative, proactive maintenance.
  - Developing a fleet & facilities transition plan to plan for future fuels and a lower carbon future.

## Historic, low, simple fares

	Standard Fares	Discount Fares* (Includes Airport)
3-Hour Pass	\$2.75	\$1.35
Day Pass	\$5.50	\$2.70
Airport Day Pass	\$10	no additional charge
Monthly Pass*	\$88	\$27

Source: RTD Website (<https://www.rtd-denver.com/fares-passes/fares>)

# RTD is Piloting Zero Fare for Youth

- RTD is welcoming the next generation of transit riders.
- Youth 19 years of age and younger can ride all RTD services at zero cost from September 1, 2023 through August 31, 2024.
- RTD would like to continue this investment in youth beyond the pilot on an ongoing basis.





# Key Takeaway 5

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RTD is doing important work: reducing fares, offering zero fare for youth, and investing in a state of good repair.

This work must continue to move Colorado forward.







**Rebecca White**  
**Director, Colorado PUC**



**COLORADO**

Department of  
Regulatory Agencies

Public Utilities Commission

# **PUBLIC UTILITIES COMMISSION**

## **Presentation to Greater Denver Transit**

July 18, 2024

# PUC Overview

**The PUC's mission** is to serve the public interest by effectively regulating utilities and facilities so that the people of Colorado receive safe, reliable, and reasonably-priced services consistent with the economic, environmental and social values of the state of Colorado.

# PUC Overview

**Energy & Water.** Ensure investor owned electric, gas, and water utilities provide access to safe, reliable, reasonably-priced services.

**Telecommunications.** Regulate services related to 911, 988, inmate communication, and telephone service for people who are deaf, hard of hearing, deafblind, or speech disabled. The PUC also has limited jurisdiction over telecom providers.

**Transportation.** Ensure that towing and motor carriers (e.g., taxis, limousines, ride shares) transporting passengers are affordable and available to Colorado residents and enforces safety and operating rules.

**Gas Pipeline Safety.** Ensures natural gas pipelines are safe for residents by conducting gas pipeline safety inspections and accident investigations

**Rail and Transit.** Ensures safe public highway-rail crossings in the state and is responsible for the oversight of the safety of rail fixed guideway (RFG) systems within the state.

- HB24-1030 requires PUC to establish an Office of Rail Safety and pursue additional safety oversight of heavy/freight rail

# PUC's Light Rail Safety Authority

- Per Federal law, states have primary responsibility for overseeing the safety of the rail fixed guideway public transportation system.
- This authority dates back to 1991 (ISTEA) but was increased in 2016 when FTA issued new rules that “significantly strengthens states’ authorities to prevent and mitigate accidents and incidents on public transportation systems.”
- The PUC has served as the official CO state safety oversight agency since 1997
  - authority to audit, inspect, investigate, and enforce the RTD Public Transportation Agency Safety Plan, safety policies, practices and procedures
  - address imminent threat to public safety, and
  - address non-responsiveness of RTD to respond to identified issues and implement corrective action in a timely manner.

# PUC State Safety Oversight Program Authority

PUC Authority includes:

- Development of a Program Standard as required by FTA 49 CFR
  - Sections 672 (required training),
  - 673 Public Transportation Agency Safety Plan (PTASP),
  - 674 State Safety Oversight (SSO) required program elements
- Annually review and approve the RTD PTASP
- Review and approve RTD annual report
- Audit all light-rail aspects of PTASP over a three-year period

# PUC State Safety Oversight Program Authority

Continued-

- Inspect RTD activities in the right-of-way, vehicle maintenance, operator compliance, and safety department activities
- Investigate accidents, hazards, and any allegations of PTASP non-compliance
- Review and provide preliminary approval of Corrective Action Plans (CAPs) in accordance with the PUC Program Standard

# PUC State Safety Oversight Program Authority

Continued-

- Monitor CAP implementation through verification and closure, compliance with the Program Standard, compliance with RTD's processes and procedures, and implementation of Safety Management Systems implementation
- Witness emergency drills, certification testing, etc.
- Review plans for new systems or system extensions and participate in safety committees for these projects



# PUC State Safety Oversight Program Authority

Continued-

- Complete training per the requirements of the Public Transportation Safety Certification Training Program (Part 672) to receive FTA certification and follow recertification requirements
- Make required filings to FTA including an annual report and other requested filings (e.g. Part 674 certification, Risk Based Inspection Program)

# PUC's Authority Does Not Include

- Tell RTD how to operate the light-rail system
- Develop RTD processes and procedures
- Perform and work on the RTD system including, but not limited to, installation, vehicle and system maintenance and repair, and creation of CAPs, annual reports and PTASP
- Operate any RTD light-rail vehicles
- Control RTD light-rail vehicle movement
- Certify the safety of the RTD light-rail system (RTD self-certifies the safety of its system)

# PUCs new Risk Based Inspection Program

- October 2022 FTA issued new requirements for the development and implementation of a risk-based inspection (RBI) program. (Implementation guidance provided a year later).
- PUC submitted its proposed RBI Program on June 14, 2024. Program must be approved/in place by October of 2024.

# General Areas of RBI Program

1. Authority to perform risk-based inspections
2. Developed policies and procedures for RBI
3. Outline how we are developing data sources and collection of data information from the Rail Transit Agencies the PUC oversees
4. How PUC will prioritize inspections based on ranking of risk
5. Information about how the RBI program is commensurate with the number, size, and complexity of the rail program we oversee
6. Demonstrate that the PUC has the necessary SSO staffing levels, staff qualifications, and the training

# Corrective Action Plans (CAP)

- PUC Rule 4 *Code of Colorado Regulations 723-7-7347* - CAP requirements and approval process.
- There are 5 categories of CAPs (high-serious-medium-moderate-low).
  - High and serious CAPs proposed by RTD are approved by the Commission.
- Most of the CAPs that need approval by the PUC fall in the serious category.
  - PUC rules allow the SSO Staff to review and provide preliminary approval for serious risk CAPs so RTD can start implementing their proposed corrective actions immediately.

# Corrective Action Plans

- CAPs that fall in the high category category require direct Commissioner oversight & are handled through a separate proceeding.
- The information in these high risk CAPs is available through the public “e-Filings” website.
- Review and approvals for high risk CAPs are made directly by the Commission in the proceeding as opposed to being approved during the quarterly CAP review.

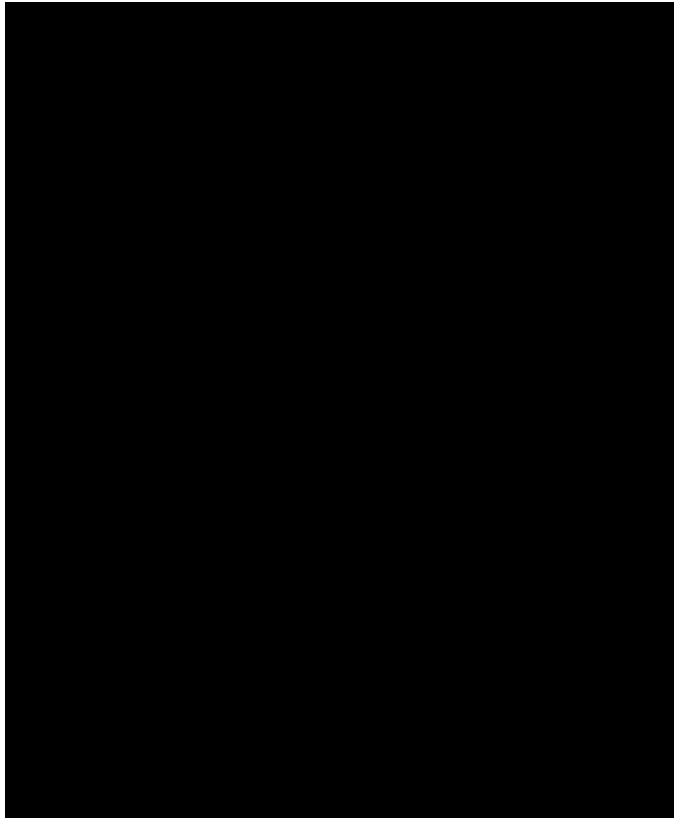
# Why are Investigations Confidential

Section 40-18-104, C.R.S. requires reports of the commission to be confidential and states:

- “investigation reports of the commission compiled under this article shall be confidential and shall not be discoverable nor used as evidence in any court or administrative action.”
- This has been part of the statutes since this statute was originally enacted in 1997.

**QUESTIONS?**





Please sign up  
for our email list.



[www.greaterdenvertransit.com](http://www.greaterdenvertransit.com)

**Thank You!**  
**Transit adventure starts now!**