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**AGENCY
PROFILE
AND
FACTS**



At the Regional Transportation District (RTD), we connect communities across the Denver metro area and beyond.

Services at a Glance

Bus & Rail

Connecting the entire metro area and delivering easy access to Denver International Airport.

Access-a-Ride

Designed to meet the travel needs of customers with disabilities.

Flatiron Flyer

Providing Bus Rapid Transit to Denver and Boulder and all points in between.

FlexRide

Delivering first- and last-mile connections across the region.

Free MallRide

Offering free service along the entire length of downtown's 16th Street Mall.

Free MetroRide

Rush-hour service for downtown commuters along 18th and 19th streets.

SeniorRide

Bringing essential bus services to our senior citizen communities.



9,750
Convenient Bus Stops



3.08
Million in Service Area Population



2,342
Square Miles in Service Area



114.1
Miles of Rail Track

The data presented in this book is an approximation based on available figures as of March 1, 2021.

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LETTERS FROM LEADERSHIP

RTD is an agency of people who move people. That is our core mission and commitment to you, our valued customers, no matter the circumstance.



This past year was an extraordinary one. RTD, like the rest of the world, faced unexpected challenges. Through them all, the team forged ahead with the excellence and professionalism the region has come to expect. The pandemic has shown that RTD's core business has never been more essential, and, while the agency has had to change how it provides service, the inherent need for safe public transit remains.



During this exceptional time, what became apparent, time and again, was our agency's continued commitment to our customers. We are people in the people business. RTD's staff took public stewardship to new heights, displaying remarkable endurance and adaptability. It is this dedication that fosters hope into the future.

In a year like no other, 2020 also brought opportunities to meet customer needs and expectations. The opening of the N Line between downtown and Thornton creates more connections and options. Aided by new technology, customers can now buy fixed-route mobile tickets in the Lyft app, schedule Access-a-Ride services online, and enjoy a more streamlined booking experience with FlexRide. A Federal Transit Administration (FTA) grant allowed for integrated RTD and Colorado Department of Transportation (CDOT) ticketing in the Transit app. In an effort to enhance transparency and maximize efficiency, the agency welcomed feedback from a newly appointed Accountability Committee.

RTD connects the people in this growing region to the places they want and need to go. As we pave a road to recovery, RTD continues to review and adjust its services to retain, reclaim, and recruit customers so that the agency is ready to welcome more people back when they are ready to come on board.

We will continue to meet this defining moment for you, our customers, and look ahead as we move forward together.

Debra A. Johnson
General Manager and CEO

I'm pleased to present our 2021 Agency Profile and Facts, a quick resource for all things RTD. 2020 was a year like no other and it impacted us and the communities we serve in many ways. It also forced us to take a critical look at ourselves through a new lens to address this fast-changing landscape.



Because we are a dynamic transportation agency, and an essential service upon which so many rely, we responded with agility and adapted to new challenges and unprecedented times. We also celebrated successes as we sought better ways to create opportunities for customers in a new normal.

From adjusting service and staffing levels and adding critical protective safety measures to analyzing our financial realities aimed in order to maximize our ability to deliver service, RTD is dedicated to getting our region moving again in the safest and most efficient way possible.

Angie Rivera-Malpiede
Chair, Board of Directors

A Year Unlike Any Other

The pandemic outbreak at the beginning of 2020 impacted the transit industry in ways no one could have imagined. COVID-19 has reshaped our lives and pushed the world into an unfamiliar landscape where masks are an essential accessory, hand sanitizer and sanitizing wipes are valued commodities, and the term “personal space” takes on new meaning.

In these ambiguous times, disruption of daily routines as well as discovering new heights of human adaptability have become commonplace experiences. Amidst the ever-evolving challenges we faced this past year, we rose to new levels of innovation. We identified opportunities to think differently and found ways to drive our momentum forward.



Safety in the Pandemic

For an agency that holds safety as a core value, this year's extraordinary circumstances fully tested our ability to protect our employees and our customers.



Putting personal safety first

In April, as the metro area emerged from a complete shutdown, RTD implemented a pandemic service plan to address a sustained 60 percent drop in ridership across the region. We suspended fare collection, made face masks mandatory, limited wait times in our facilities to 10 minutes, and implemented rear-door boarding to provide adequate social distancing. In June, we began installing fabricated protective shields around operator cabs.

Fare collection and front-door boarding resumed in July after the first curve of the pandemic settled. The entire agency diligently continued to seek opportunities to improve service, safety, and

communications. Operations teams began closely monitoring customer numbers throughout the day, ensuring capacity guidelines were maintained.

We continue to monitor customer limits to meet social distancing guidelines. When at capacity, a "Sorry, Bus Full" alert appears on the destination board to alert customers at upcoming stops. Additional buses are deployed via dispatch, as needed, to supplement overcrowded routes.

As of early 2021, we follow a limit of 15 customers on 30 and 40-foot buses, 20 on articulated and intercity coaches, and 30 per rail car in line with recommendations from state and health officials.

Finding new ways to communicate

To facilitate a timely flow of information to RTD's staff and customers, we continue to rely heavily on real-time digital communications. Using RTD social media channels, our website, email, electronic information displays, news releases through our News Stop and independent news outlets, and traditional signage across our bus and rail system, we keep customers up to date.

Coordinating with experts

Ongoing coordination with local health officials was fundamental in the agency's capacity to stay nimble in our response over the first several weeks of the pandemic's onset. We often had to vary the way we implemented safety measures depending on the location and work environment of our employees.

Remote working procedures rolled out swiftly for those who could continue their jobs off site. To limit access to shared spaces, we closed our facilities to visitors and installed new vestibules to allow customer service through the windows of our downtown headquarters. Wellness checks and regular safety- and health-focused communications kept all employees well informed of policy or procedural shifts throughout the year.

Employee and customer safety are always top of mind. We continue to conduct daily wellness checks of employees who are working on site, and new work-from-home policies are framing the way we do business, pushing the envelope of transformative collaboration to new heights.

Research shows that public transportation is a low- to no-risk environment for the spreading of the novel coronavirus. Nonetheless, we continue to coordinate closely with local health officials on operational recommendations to ensure a high level of safe service for our customers and frontline employees.





Innovating on the Spot

As our buses and trains continued to move through the pandemic, we took a variety of actions to ensure that customers and employees were kept safe and informed.

● Safety barriers on buses

Embodying RTD's core value of safety, our own body shop team designed, built, and installed polycarbonate barriers on the entire fleet of buses in 2020 to separate operators and customers.

Roughly 25 employees dedicated over 6,000 hours of labor to the project from mid-summer through December. It cost about \$4,000 outright to equip RTD's massive bus fleet with the new protective barriers. Procured estimates to outsource the work revealed the agency was able to save roughly \$46,000 by fabricating and installing in house.

● Face mask fabrication

When the nation was facing widespread shortages of personal protective equipment (PPE), a group of volunteers led by (former) RTD Board Director Natalie Menten joined forces with our internal upholstery shop and sewed thousands of face coverings. And our Procurement Division was able to secure a direct line to hand sanitizer from a locally-owned small business.

● Electrostatic cleaning sprayers

In July, RTD acquired state-of-the-art sprayers to sanitize vehicles. Using electrostatic technology, sanitizing solutions "wrapped around" surfaces and objects in 360 degrees, providing three times more coverage in the same amount of time than traditional spray bottles, buckets, and rags. Our maintenance workers can now sanitize a vehicle to hospital-grade disinfection levels in just five minutes.

● Grocery delivery with Access-a-Ride

In 2020, the RTD paratransit service team saw an opportunity to pivot Access-a-Ride to a grocery delivery service for some of our most at-risk customers. Participating grocery stores included regional King Soopers and Safeway locations as well as local food banks. By adding vital grocery delivery options, we were able to go above and beyond to meet emerging customer needs while also reducing overall operating costs.

● Increased employee information

In addition to enhanced customer communications, increased and transparent employee communications were paramount to our successes throughout the past year. Early on, daily emails provided a direct pipeline of information from senior leadership to frontline employees. Updates, policy changes, and pandemic-related information and forms were kept up to date online and in facilities. In addition, safe and socially distanced senior leadership site visits allowed a two-way flow of information.



Heshmat

Theresa

Jorge

Heroes Moving Heroes

In the midst of the pandemic, our bus and rail operators, mechanics, safety officers, service and cleaning employees, body shop employees and others throughout the agency worked diligently to ensure the safe transport of our customers. These employees set the standard and joined us in asking customers to mask up with us to keep the region moving safely.



Jamie

Ginny

Tameka

Thank you

FOR BEING AN EVERYDAY HERO

RTD, proud and strong.



New Financial Realities and Operational Impacts

Making hard informed decisions

With forecasts in hand, informed by the Leeds School of Business at University of Colorado Boulder, our agency identified and responded expeditiously to address the pandemic's immediate impact on 2020 operations and the reality of the projected \$140 million deficit for 2021.

- Urgent service reductions addressed a 60% drop in ridership, which has yet to rebound.
- With service reductions in place, operators picked up additional shifts on high-demand routes to ensure social distancing as we kept moving essential workers throughout the region. Other operations and maintenance staff received supplemental training or shifted to special projects like building operator barriers.
- When the US Department of the Treasury released \$232 million in emergency funding, known as the Coronavirus Aid, Relief, and Economic Security (CARES) Act, RTD spent it as it was intended—to ensure all agency jobs were safe through the end of the year.
- CARES funds helped offset expenses related to the pandemic, allowing us to invest in state-of-the-art cleaning products and processes as well as professional-grade PPE.
- We introduced a hiring and pay freeze along with furlough days for salaried employees. Employee travel and education funds were also eliminated this year and several capital projects were deferred.
- In September, RTD announced that it was planning to reduce its budget and staffing levels, notifying the operators who would be laid off in early December, and additional staff the first week of January. Workforce reductions included 399 employees.

A welcome sign of relief

On Jan. 11, 2021, RTD received some welcome news from the FTA. The agency would receive about \$203.4 million through the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA), as part of \$14 billion allocated in support of U.S. public transit systems to help offset the impact of the pandemic. The intent of the apportionment for RTD, and all transit agencies, is to keep transit operations moving, which includes employee retention.

The agency responded with an immediate recall of all full-time union employees and by starting the process to bring back all part-time operators.

Employee recall aids service

This return of important personnel will allow RTD to provide supplemental service as staff continues to evaluate how to optimize service levels. There are no plans at this time to rescind layoffs for salaried staff. The elimination of the salaried staff positions addressed right-sizing of the agency to support ongoing, much reduced levels of service.

RTD has been operating since April 2020 under a COVID-19 service plan, with changes made in response to decreased ridership as a result of the pandemic.

“We endeavor to have people back in their seats as quickly as possible,” RTD General Manager and CEO Debra A. Johnson said, adding, “We still have financial challenges in front of us. We will be good stewards of public taxpayer dollars and will be making very diligent decisions as it relates to our path forward.”



New Accountability Committee

In June 2020, the RTD Board of Directors, Gov. Jared Polis, and state legislators announced an agreement to appoint an 11-member accountability committee to review and recommend changes to RTD's operations and planning by July 2021. The committee is made up of five members appointed by Polis and six appointed by the legislature, drawing from a designated list of expertise including finance, transit planning, equity in services and local government.

The committee's mission is to provide a set of recommendations for improvement to the operations of and statutes related to RTD.

A preliminary report, published January 2021, outlines the activity of the committee over the first half of their assembly and shares insights that will continue to shape final recommendations. The preliminary report is available online and the final recommendations will be reported to the Governor, the chairs of the transportation committees in the Senate and House of Representatives, and the RTD Board of Directors later in 2021.



Getting Our Region Moving Again

RTD was among the first transit agencies in the country to conduct a survey of our customers, asking them how they were impacted by the pandemic, what their main concerns were, and how safe they felt returning to transit. The feedback helped inform an educational public relations initiative designed to instill confidence in our customers.

Throughout the year, as the impacts of the pandemic came into focus, RTD collaborated with fellow American Public Transportation Association (APTA) members and industry partners on several initiatives to address the impacts of COVID-19 and the need to get our region moving again.

- We adopted APTA's "Health and Safety Commitments Program" as part of the public transportation industry's overarching pledge to customers that transit systems are taking all the necessary measures to operate safely as the nation recovers from the pandemic.
- In July 2020 and again in December, we participated in two virtual rallies to highlight the need for additional federal funding for transit.
- In December, we joined APTA and our sister agencies in a day of mobilization and engagement on social media using the hashtag #SavePublicTransit as a call for elected officials to take action to address the dire financial crisis facing the public transportation industry.

We are unilaterally committed to protecting our customers and employees, and we communicate that they can rely on us to continue to follow recommendations by the region and state's health and government officials in the year ahead, whenever they're ready to get back on board.

All Aboard the N Line!

The opening of the new commuter rail service from downtown Denver to Thornton was a major milestone and gave us all a reason to celebrate. The 13-mile N Line is part of RTD's 2004 voter-approved FasTracks transit expansion program. Construction on the line began in March 2014.

Over the summer, (former) interim General Manager and CEO Paul J. Ballard noted the opening as a major milestone for RTD in a tumultuous year for transit.

"Our efforts to open this line have continued even during the pandemic," Ballard said. "I am confident opening the new line will play a key role in encouraging local recovery and continued growth in the north metro suburbs."



The first RTD-operated commuter rail line

While RTD already maintains and operates all of the agency's light rail and bus service, the N Line is the first electrified commuter rail line that we will operate. Denver Transit Partners (DTP), under a federally funded public-private partnership, operates the University of Colorado A Line to Denver International Airport; the B Line to Westminster; and the G Line to Adams County, Arvada, and Wheat Ridge.

Pre-pandemic, the N Line was forecast to carry 6,400 to 9,100 customers per average weekday in the first year, climbing up to a weekday average between 13,400 and 19,100 by 2035. The new rail line provides customers in the north/northeastern districts direct access to downtown Denver as well as convenient connections to the A Line to Denver International Airport.

The N Line, like all FasTracks commuter rail lines, features wireless Positive Train Control (PTC) technology, a complex system that reduces the risk of catastrophic train accidents. RTD is the first transit agency in the country to build PTC technology into a new system from the ground up.

Staging an event in a pandemic

Outdoor events in Colorado are known for drawing a crowd. But this year, over an unprecedented summer, Red Rocks Parks and Amphitheatre cancelled a majority of concerts, the Rockies played to an empty stadium, and street fairs throughout the state were shut down.

This posed a unique challenge for the N Line event staff: balancing the opening of a new



line with strict safety guidelines and shifting of unknown capacity regulations.

In the past, new rail line grand openings would draw thousands of people who had eagerly flocked to stations for commemorative gifts and their first ride. As September approached, it was clear that pandemic restrictions would remain in place and deem a public event inappropriate, and even illegal.

Ultimately, the agency determined the way forward: three separate preview train rides the week prior to opening (one for media, one for the RTD Board of Directors, and one for local elected officials); an inaugural ride and ribbon-cutting ceremony the morning of the opening; and a virtual public-facing livestream of the opening event speakers and ribbon cutting.

Taking all necessary precautions

The Colorado Department of Public Health and Environment (CDPHE) had guidelines for planning a live event, which included limiting attendees to no more than 175 people (strictly invitation-only), high standards for cleaning and hygienic practices,



face-covering requirements, and specific social distancing guidelines required a 12-foot spacing grid for attendees at an outdoor event.

To provide some context: an event with 175 people requires just over 24,000 square feet of space and that's before accounting for tables, chairs, and other necessary event infrastructure supplies. Inaugural ride and grand opening attendance was limited to 75 people. Even at the reduced capacity, the seating grid required a 84' by 120' space.

In addition, we needed to adhere to the pandemic policies and restrictions adopted by our own agency. Train capacity limits allow no more than 30 people per car, and face masks and physical distancing are required on board. So, with all these restrictions, just how did RTD plan and implement the N Line grand opening?

All guests were required to wear face coverings before entering any RTD event, including on the train platform and on vehicles. RTD provided

face coverings to those who needed them.

RTD staff performed symptom and temperature checks with all participants as they arrived to check in for their scheduled ride. All guests were required to maintain appropriate physical distance on RTD vehicles as well as on the platform while waiting to depart.

The inaugural train ride was a "progressive" ride starting at Denver Union Station, picking up designated attendees at four stops along the line, and ultimately arriving at the end-of-line station for the grand opening remarks and ribbon cutting.

RTD safely and successfully executed all event operations and after the area was cleared out, the N Line opened to the public with a promotional free fare for the first week and discounted fares for the first six months from opening. 📍



Debra A. Johnson

Makes History at RTD

The search for a new leader

RTD rang in 2020 seeking a new General Manager and CEO after Dave Genova announced his retirement at the end of 2019. The RTD Board of Directors made the decision to hire an interim GM/CEO to allow for a thorough search for a permanent replacement by the end of the year.

In February, the board hired industry veteran Paul Ballard to lead the agency for a nine-month period to see the agency through the N Line opening as the elected officials focused on a nationwide search for a more permanent leader.

Notably, the top three candidates that arose were all women. As part of a public survey, the three finalists each had an opportunity to present virtually to our entire constituency and share their unique and uplifting visions for RTD and the Denver region.

Agency selects Debra A. Johnson

On August 25, the board announced RTD's new top executive: public transit veteran Debra A. Johnson. Johnson joins RTD from Long Beach

Transit, having served as their Deputy CEO for more than six years. She brings over 25 years of experience from some of the largest transit agencies in the country and makes history at RTD as the first woman to serve as the agency's General Manager and CEO.

Johnson hit the ground running the second week in November, visiting various agency divisions at early morning hours, hosting an agency-wide virtual meeting to speak to all RTD employees, and holding a public news conference, all on her first day.

Johnson has taken the reins during a transitional year for RTD, the challenges of which are compounded by ongoing responsive service changes and budgetary hardships brought about by the pandemic.

The following is paraphrased from a conversation with Debra A. Johnson that took place in August 2020. For the entirety of this conversation, visit the News Stop at rtd-denver.com.

Q & A

What have you observed RTD's reputation to be from a distance? What do you understand the issues and opportunities to be as you step into your new role?

RTD has always been at the forefront. One thing for certain, I would say—over the past 20 years, RTD has been in building mode. The questions moving forward are, what are we doing to ensure that we have a comprehensive transportation network that will appear to our customer to be seamless, and how can we internally embrace that so we have a broader understanding of what it is that we should be doing?

The ultimate objective here is to deliver service to the vast majority of the public that need to get to activity centers. But now, even more so, getting essential workers where they need to go. I think there needs to be a cultural shift in relationship to how RTD views itself and how the agency delivers the services that people have come to rely upon.

Your career has taken shape at transit agencies in California and Washington, D.C. What has working in these parts of the country taught you?

Having started my career in the Bay Area and, specifically, working at a consulting firm on a major interstate project with the Department of Transportation (Caltrans), I am familiar with public comment periods going on for three or four hours. I learned that I have two ears and one mouth, and that oftentimes I should listen more than I speak. In doing so, you can garner a lot of understanding.

Working in DC was really like working in a fishbowl. And what I mean by that is the Washington Metropolitan Area Transit Authority (WMATA) was formed by Congress via compact and had many jurisdictional partners that created said compact/authority. In contrast to my experience in California, no one owned WMATA; there was no champion. Therefore, the board was equal – you could not have a jurisdictional veto. The only way forward was to build consensus.

What's interesting about that is, having come from California where we embraced public involvement and engagement to such a high extent, WMATA did not have a public comment period during our board meetings. The only type of public meeting was a budget hearing held prior to the adoption of the budget. Being the California girl—I was nicknamed Cali Girl and Bougie Boo and all this other stuff, because I was asking those types of questions—I had the opportunity to work with the board to develop a public comment period. I also worked with the board to develop an advisory council.

The fact is, we don't know what we don't know. Sometimes we become so insular inside of an organization that we make assumptions. As a public agency, getting out into the system, engaging with our customers, going to public meetings, going to where the people are and engaging with them so you can garner a better understanding of what their experience is paramount to our success.

“I'm a person in the people business.”

To what degree does your experience in public engagement and community relations guide the work you do, and how do you bridge the gap between what the public wants and what an agency can provide?

My background is in government relations and community relations, and I'm a firm believer that in community relations, oftentimes things will become a government relations matter. We need to make sure the customers are engaged, that there are no surprises, and that we are being highly communicative about what is happening day to day as well as with future developments.

Stakeholder and community engagement drives all of this. I'm a person in the people business. We are not moving commodities or livestock. We are ensuring that people can get to where they need to go when they need to get there, for the betterment of their lives.

Educating and informing the people moving RTD and the public is paramount, and it goes both ways. When I worked on the BART (Bay Area Rapid Transit) extensions back in the '90s, my drive was to have fundamental understanding of the nuances within a project so I could advocate its support from an informed platform.

When we need monies to leverage zero emission technology, what does that mean? What's the impact if we're going to switch over from one propulsion system to another? What's the impact of the infrastructure cost for building that out? When will we see the return on investment? I want to know the operability aspects of it all. I want to understand what it takes for us to train our front-line employees. If you've spent most of your career being a diesel mechanic, and now I ask you to basically become a technician and utilize a laptop to diagnose some ancillary systems on a bus when you're accustomed to using a wrench, what does that mean from a training perspective? This is where I'm coming from. Being engaged and being highly communicative has enabled me to grow within the transportation industry and gain better understanding of what it is that we really do.

What does the concept of transit equity mean to you?

We know that equity or, better yet, transit inequity, is institutionalized. At least, I know that.

I can't make assumptions about what anybody else thinks. There is a myriad of different inequities when you talk about commuters from the suburbs and also when you talk about gentrification. Transit agencies in the country are still riddled with challenges that date back to the advent of red-lining or the interstate highway system being built in the '50s. And so, we collectively cannot transform into an equitable transit system overnight when we have infrastructure in place that segregates neighborhoods.

“We should be a mobility option of choice”

People are cognizant of this, but it will take a lot of money and a lot of understanding, and it seems like in this day and age, we don't have that type of patience. We want immediate results even if it means throwing out investments and trying to start anew. As we know from this year in particular, there's no funding in place to do that.

Another question is, do we have champions in different political climates that are willing to take that on? Four-year terms and re-election strategies can often inhibit the type of change one public official can enact. I think what we need to do is have a seat at the table, engage in difficult conversations, and ensure that there is an earnest effort in remedying some of the ills of the past. Transportation is just one vehicle – no pun intended – that has come full circle as we talk about inequity.

How should a transit agency measure its effectiveness?

Measuring effectiveness goes back to some of the things that I spoke about before. It's really about people. We can't measure effectiveness in a vacuum. We need to be speaking with our customers, we need to talk to our employees internally. We have to have an understanding of what the expectations are, and then ensure that we have tools in place to manage employee and customer satisfaction relative to expectations.

Let me give you an example. We have an on-time performance goal, let's say, of 80% on rubber tire, and let's say it's 95% on rail. Well, if we can achieve that on-time performance, great. But how many people have we picked up? So often we get mired down in the statistics, not recognizing the holistic nature of the core business.

We're people in the people business. We're supposed to be getting people to and fro. If I'm only looking at on-time performance and I'm not talking about how many people I picked up on said vehicle, then that statistic is meaningless.

As a candidate for the GM/CEO position, you said, “five years from now, our customers will rank RTD as a leader in service delivery.” Can you elaborate on that?

We need to start thinking about what it is that we're providing as a *service provider*. What are we providing to our customers? It's about that experience. If we make it difficult for them to find information, what good does that do us? We end up with disgruntled customers that have no other transportation options.

Instead, we should be a mobility option of choice. How do we make that that a reality? By having an understanding of what it is that our customers would like us to do.

Now, recognizing that we don't have a plethora of money and I don't have a silver wand, we at least need to have a dialogue around what the expectation is. If we are meeting the customer's expectation, then, in turn, we have a better opportunity to be that mobility provider of choice. We may not have the ideal services or products

or programs they want, but if we're engaged, we're more apt to get a better understanding of what exactly those are. Maybe it's having an opportunity to have real interaction. I know we're in this pandemic, but we can be masked up and socially distanced. Do people want to engage more with people? That is the question I want to answer.

With this outlook, we could end up a different framework for how we go about delivering service that, in turn, could potentially lead us to be a mobility provider of choice. And we can even ask the question in those simple terms: What do you think RTD can do to become your mobility option of choice?

We have to ask the questions. That's why I am optimistic that we'll come full circle but only after we start thinking from a different vantage point and looking through a different lens.



You have said that you enjoy reading. What books have influenced you, and what are you reading right now?

There's been a couple of books that have influenced me. One is Alice Walker's "Possessing the Secret of Joy." What struck a chord with me is that, in relationship to everything that individuals of African descent—and I'll speak as it relates to me being a Black person living in America—with

all the social injustices and everything that's happened or is happening, we as a people possess some element of joy.

When you go back to days of slavery, people were singing when they were enslaved. Deep within, they could still be joyous. There was something that was feeding them from within. It really, really resonated with me because after all the trials and tribulations, there's something deep within Black people: the secret of joy. And that speaks volumes to me, in the sense that I can relish in the fact that all the adversity — throughout history and inflicted with angst upon so many ethnicities — has lit a fire within me.

I am so grateful for the opportunities that have been afforded to me. And inherently within me, I do believe that I possess some element of joy, even in the anguish of the days that have come to pass after the unlawful killing of George Floyd and all the other things that we have seen. There's something within that keeps me going each and every day, and that's why this book is so profound to me.

When I go speak with operators, I talk to them about their being an ambassador for the agency. Nobody knows who I am, people don't know who the chair of the board is, but they know who their driver is. And I often say: don't allow that 15- or 20-minute ride with a disgruntled customer to take away your joy, to ruin your livelihood. Just focus on yourself and look inward.

If you put on a smile and you greet somebody accordingly and treat them with respect, you might change that person's entire outlook. So that's why Alice Walker's book is so important to me, and it continues to speak to me.

What are the values that guide your work and your life? Are there things you still think about that go back to your childhood?


Oh, of course. It's operating with integrity, doing what's right even when no one's watching. That's very, very important. I can remember as a kid, my mother would say, don't go out there and embarrass me. I'm being reared by my parents, and my behavior and my actions are a reflection upon them. That's what was instilled within me.

Even to this day, people comment that I still say "please" and "thank you" when I send emails. But why wouldn't I? Some of the most important things we learned are in kindergarten, "Don't throw sand in one another's eyes." It's the same thing when it comes to, "Don't hurl hateful slurs or be indignant." Oftentimes we can get caught up in our emotions, but it says more about you than it does about the other person.

For me, that's very, very important. I'm not going to sacrifice what my moral compass is telling me to do for the betterment of a job, because I have to be able to get up in the morning and look at myself. And I am very transparent in reference to my thoughts. I try to be forthright in the sense of what I can disclose. Of course, there are instances dealing with lawsuits, litigation, all those types of things, where I will say that I'm not in a position to share information, but that I'm committed to doing X, Y, and Z. Those are the types of things that have shaped who Debra Johnson is and who I will remain.

You have said your early career in the Bay Area led you to Helen Keller's well-known quote, "Alone we can do so little; together we can do so much." What did those words mean to you then, and has that meaning evolved for you over the years?

When I talk about the quote — "together we can do so much" — it is basically having an understanding of what we're doing and being committed to the cause. We may have a different thought process of how to get there, but that's also the underlying beauty of transportation.

That's what so great when we talk about diversity. It's diversity of thought as well that enables us to be stronger. When you work with different constituencies, you find they may look at a problem with a different lens than yours. That holds even more true today. There are differing political factions, wants, needs, and geographic neighborhoods. As long as that communicative relationship is formed, despite any and all the differences, I think we're more apt to achieve what it is that we need to achieve. 



Thomas Elliott from Alma, USA, CC0, via Wikimedia Commons

Social justice and service impacts

The murder of George Floyd in mid-2020 sparked a global response to racial injustice and systemic racism. Downtown Denver was the epicenter for Colorado, as hundreds descended into city streets to protest.

As tension heightened downtown and after detailed consideration and discussion among senior leadership, key operations personnel, and Denver Police and city officials, RTD opted to suspend downtown service for several days to ensure the safety of customers, RTD employees, protesters, and security personnel during an unpredictable and rapidly-changing environment.

RTD customers and some local leaders understandably voiced concerns about our decision, and our Customer Care team received a significant increase in inbound volume from riders via all channels: phone, social media, and email.

Some questioned whether our agenda was to suppress the protests by reducing the number of protesters. To that query, our officials answered an emphatic, "No." All decisions were made with the safety of RTD employees and customers as the number one priority.

Changing the Way We Move

In a year of crisis, RTD remained nimble and flexible to deliver upon expectations and improve the customer experience.



Virtual service change meetings

As a result of the pandemic, the RTD team had to think on our feet and develop an alternate way to conduct proposed service change meetings and gain critical public feedback. Though traditionally held in person and in various locations, we executed our first-ever virtual service change meetings via Facebook Live and Microsoft Teams in the fall.

Virtual platforms enabled the public to have an active voice in necessary changes that would greatly impact them. These meetings, conducted in both English and Spanish, created an opportunity for live, remote feedback and have served as a catalyst for evolving our process in the future to ensure improved community engagement for future service changes.

Better internal processes

In September, RTD launched Workday®, an internal industry-leading, online human resources and payroll system. It quickly became the official system of record for all employee data and replaced an aging Oracle system. The switch to Workday allows us to work more efficiently, with more automated options and less manual processes, using proven systems other government agencies have already adopted.

With its robust capabilities, employees will be able to take care of many human resources and payroll processes on their own, from any computer or smart phone. This will save us all valuable time that we can pay forward to our customers.

New ways to access special services

In October 2020, we moved telephone reservations for FlexRide, our on-call bus service in extended Denver metro areas, to our Customer Care telephone agents. With this change, customers have one phone number to call for reservations, regardless of their destination, seven days a week.

Also last fall, RTD developed and launched a new portal for customers of Access-a-Ride, its complementary paratransit service, enabling users to book trips online and see the real-time location and estimated time of arrival of their vehicle. The progressive web app allows for easy monitoring and management of upcoming trips. It has also been independently certified as having met or exceeded Web Content Accessibility Guidelines.

Enhanced customer communications

Late last year, we began migrating our customer relationship management to a singular platform through Salesforce. Managed by our Customer Care experts, this upgrade consolidates our customer information in one location and enables more robust communication.

This year, we will upgrade our customer-facing email capabilities and enhance our Rider Alerts to include alerts for specific stations and stops, facility-related alerts, and text messages through the same system.

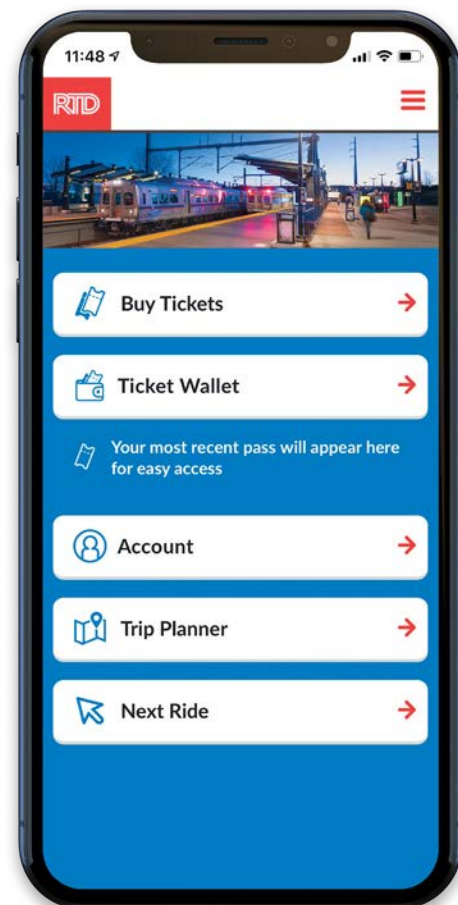


World-class mobile ticketing

In December, RTD announced another first-of-its-kind mobile ticketing launch, enabling customers in the Denver metro region to purchase RTD fares through the Lyft app.

The successful project followed a first-in-the-world mobile ticketing launch last year with Uber, and another integration shortly thereafter with the Transit app. The Lyft launch marks the fourth application – including RTD’s popular Mobile Tickets app – through which RTD customers can conveniently plan and pay for trips using their smartphones. All of these successful projects have been made possible through a relationship with mobile ticketing platform provider Masabi.

These are just a few of the ways we are reimagining RTD as we determine the best ways to serve our communities into the future.



Facts and Figures

In April 2020, due to the pandemic caused by the novel coronavirus, RTD drastically reduced service to address a sustained 60% decline in ridership. The facts and figures on the following pages may represent our pre-pandemic or post-pandemic landscape and are noted accordingly.

RTD Services Overview

RTD was created in 1969 by the Colorado General Assembly to develop, operate, and maintain a mass transit system for all or parts of Denver, Broomfield, the counties of Boulder and Jefferson, western Adams and Arapahoe counties, northern Douglas County, and small portions of Weld County annexed by Brighton, Longmont and Erie.

RTD is governed by a 15-member elected Board of Directors, with each district containing approximately 200,000 residents.

Service area population: 3.08 million

**Cities and towns served: 40 municipalities in 6 counties
+ 2 city/county jurisdictions**

Square miles in service area: 2,342

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

Weekday regular fixed-route scheduled miles*: 135,495

Number of regular fixed routes (bus and rail): 143

Local: 86

Limited: 14

Regional: 23

SkyRide: 3

Light rail: 8

Commuter rail: 4

Misc: 5**

Park-n-Rides: 89 with 36,021 spaces

*Includes bus, rail, Free MallRide/MetroRide

**Includes Free MallRide/MetroRide, Englewood Trolley, Boulder's HOP, Senior Shopper

All ridership and revenue data is based on preliminary reporting as of March 1, 2021.

2020 Ridership

Annual system boardings: 52,616,640

Bus boardings: 32,932,508 (excluding Access-a-Cab or vanpools)

• Access-a-Ride: 332,758

Rail boardings:

• Light rail: 10,464,678

• Commuter rail: 4,954,167

2020 Operating Budget

2020 amended budget:

Base system, interest & depreciation excluded: \$446.1 million

Base system + FasTracks operating budget*: \$635.2 million

2021 adopted budget:

Base system, interest & depreciation excluded: \$474.4 million

Base system + FasTracks operating budget*: \$629.4 million

*Interest & depreciation excluded. Includes University of Colorado A Line, B Line, G Line, W Line, Union Station Bus Concourse, Free MetroRide for FasTracks portion.

2020 Revenue Sources

Sales and use tax: 55.2%

Passenger fares: 6.7%[†]

Grant operating assistance[‡]: 27.6%

Capital grants and local contributions: 8.4%

Other income: 0.9%

Investment income: 0.7%

Advertising and other: 0.5%

[†]Fare revenue was adversely impacted by the COVID-19 Pandemic including a suspension of fare collections from April-June 2020.

[‡]Grant operating assistance includes \$232.4 million in federal operating assistance from the Coronavirus Aid, Relief, and Economic Security (CARES) Act which provided additional federal funding to support transit operations.

Bus System Overview

The RTD bus system operates local and regional fixed routes, service to Denver International Airport, Bus Rapid Transit (BRT), and specialized on-demand services every day of the year.

Total number of fixed routes: **126**

Total buses (all wheelchair equipped): **1,030**

RTD-owned and operated: **607**

RTD-owned; operated by private carriers: **423**

Active bus stops: **9,750**

Peak-hour buses: **8:08 a.m. to 8:41 p.m.**

Average age of active fleet: **7.42 years (revenue)**

Annual diesel fuel consumption (RTD-operated buses only): **3.79 million gallons (Jan. 1 to Dec. 31, 2020)**

Bus Rapid Transit

The Flatiron Flyer BRT service features 18 miles of express and high-frequency bus service between downtown Denver and Boulder, serving Westminster, Broomfield, Superior, and Louisville.

Express lane extensions, queue jumps at highway ramps, enhanced shelters, ticket vending machines, and electronic monitors with bus arrival information all contribute enhanced travel time, reliability, and customer experience.

The Flatiron Flyer is part of the FasTracks transit expansion plan.

Stations: 6

Parking: 4,200 spaces

Service frequency: 15 min (peak) / 30 min (off peak)

2019 total ridership: 3,336,476

2020 total ridership: 1,122,890



Specialized Bus Services

Access-a-Ride

Access-a-Ride provides curb-to-curb local bus transportation in the metro area for customers with disabilities. Customers can select from either a subscription service or a reservation service, with the ability to schedule rides up to three days in advance. Fare is limited to twice the applicable charge for a similar trip on a fixed route.

RTD works closely with the ADA Paratransit Advisory Committee, a representative panel from the disabled community, health care and social services officials, service providers and state/local representatives, on all aspects of the service.

Cutaway fleet: 310

FlexRide

FlexRide delivers on-demand bus service within select RTD service areas. Offering the environmental and economic benefits of ride sharing, each bus seats up to 14 customers (currently limited to 6 customers per vehicle during the pandemic).

Customers can book reservations online, by mobile app, or by phone. FlexRide fares mirror regular RTD fares with discounts available to seniors, youth, individuals with disabilities, and Medicare recipients.

Daily FlexRide routes: 23

Cutaway fleet: 63

Free MetroRide

The Free MetroRide is a complimentary high-frequency bus service that supplements service to downtown Denver with limited stops between Union Station and Civic Center Station along 18th and 19th streets.

The service operates in mixed traffic with priority measures in place to ensure that travel times are consistent between stops. Free MetroRide is part of RTD FasTracks' 2004 voter-approved plan to expand transit across the downtown Denver area.

2019 total ridership: 706,559

2020 total ridership: 138,951[†]

[†]Free MetroRide paused operations as of April 5, 2020.



Free MallRide

RTD's free shuttle bus service along the 16th Street Mall in downtown Denver operates every day from as early as 5 a.m. on weekdays. Stopping each block along the 1.2-mile pedestrian and transit mall between Union Station and Civic Center Station, the total travel time is ~15.5 minutes end to end.

In 2017, RTD introduced 36 Free MallRide zero-emission, fully electric battery-operated vehicles, each with heating and air conditioning, three doors, 18 seats, two wheelchair spaces, and room for 88 customers (capacity is currently limited due to the pandemic).

2019 total ridership: 10,076,058

2020 total ridership: 3,599,972*

*Free MallRide paused operations between April 5 and June 20, 2020.

SkyRide

RTD's SkyRide bus offers an easy way to Denver International Airport (DEN) via three separate routes servicing Boulder, Northglenn/Thornton, and Greenwood Village, respectively, and several stops in between.

SkyRide stops in the Transit Center at the Denver Airport Station providing direct access to baggage check, security screening, and baggage claim. Buses have inside storage space, as well as undercoach storage. Operators will assist with undercoach luggage.

Rail System Overview

RTD operates both light rail and commuter rail service. The first light rail line, the D Line, opened in 1994, running from I-25 and Broadway to Five Points. The first commuter rail service began on April 22, 2016, with the University of Colorado A Line to the airport. All commuter rail lines are part of the FasTracks transit expansion program.

What's the difference?



Commuter Rail



Light Rail

Larger and heavier, travels faster speeds and longer distances with fewer stops	General build	Smaller, articulating vehicles designed for street operation and more frequent stops
66 vehicles	Fleet	201 vehicles
61.35 mi	Total miles of track	60.1 mi
22	Active stations	57
170	Passenger capacity*	162
2	Wheelchair spaces per car	4
10.5' w x 85' l	Dimensions	8.96' w x 81.4' l
70 tons	Weight (empty)	45 tons
79 mph	Maximum speed	55 mph
25,000 volts AC on an overhead electrical system	Power source	Catenary supply voltage: 750 volts direct current

*Numbers listed are pre-pandemic capacity. Until pandemic restrictions lift, vehicle capacity is currently limited to 30 per rail car.



Positive Train Control

All RTD commuter rail lines are equipped with Positive Train Control (PTC). This is a complex GPS-and-communications-based system that reduces the risk of catastrophic train accidents.

The PTC system identifies unsafe situations, such as trains moving at higher-than-permitted speeds and warns train operators to adjust appropriately. RTD is the first in the nation to integrate PTC technology in the construction of a new rail system.



Commuter Rail

University of Colorado A Line

The University of Colorado A Line opened on April 22, 2016 and was RTD's first commuter rail line. The 23-mile rail line travels between Denver's Union Station and Denver International Airport (DEN).

Stations

- Union Station
- 38th•Blake
- 40th•Colorado
- Central Park
- Peoria
- 40th Ave & Airport Blvd•Gateway Park
- 61st & Pena
- Denver Airport

Type: Electric commuter rail

Length: 23 miles

Stations: 8

Park-n-Rides: 6

Parking: 4,329 spaces (8,700 total planned)

2019 total ridership: 7,870,466

2020 total ridership: 3,772,976



B Line

The first segment of the B Line to Westminster opened on July 25, 2016. The entire proposed 41-mile commuter rail line would operate between Denver's Union Station and Longmont, serving north Denver, Adams County, Westminster, Broomfield, Louisville, Boulder, and Boulder County.

Stations

- Union Station
- 41st & Fox
- Pecos Junction
- Westminster Station

Type: Diesel commuter rail (Westminster segment is electric)

Length: 5.7 miles (41 miles total planned)

Stations: 4 (7 total planned)

Park-n-Rides: 6

Parking: 1,150 spaces

2019 total ridership: 477,286

2020 total ridership: 163,285



G Line

The G Line opened on April 26, 2019. The 11.2-mile electric commuter rail line connects Denver's Union Station to northwest Denver, Adams County, and Arvada.

Stations

- Union Station
- 41st•Fox
- Pecos Junction
- Clear Creek•Federal
- 60th & Sheridan•Arvada Gold Strike
- Olde Town Arvada
- Arvada Ridge
- Wheat Ridge•Ward

Type: Electric commuter rail

Length: 11.2 miles

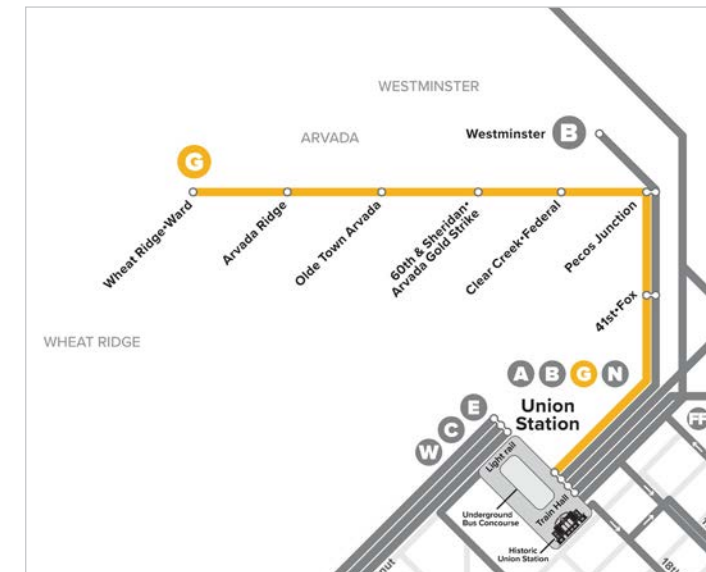
Stations: 8

Park-n-Rides: 7

Parking: 2,300 spaces (2,890 total planned)

2019 total ridership: 1,363,625

2020 total ridership: 844,141



N Line

RTD's newest commuter rail line opened September 21, 2020. This 13-mile electric commuter rail line connects Union Station with Commerce City, Northglenn and Thornton with plans to expand to North Adams County. The remainder will be built as funds are available.

Stations

- Union Station
- 48th & Brighton•National Western Center
- Commerce City•72nd
- Original Thornton•88th
- Thornton Crossroads•104th
- Northglenn•112th
- Eastlake•124th

Type: Electric commuter rail

Length: 13 miles (18.5 total planned)

Stations: 7 (9 total planned)

Park-n-Rides: 5

Parking: 2,593 spaces (3,850 total planned)

2020 total ridership: 173,765*

*Reflects ridership from opening day, September 21, 2020, through December 31, 2020.



C Line

The C Line and the extension of the D Line (aka the Southwest Rail Line) opened in July 2000 as 8.7 miles of shared double track from I-25 & Broadway to Mineral Avenue. This line offers no at-grade crossings on the entire corridor.

- Type:** Light rail
- Length:** 8.7 miles
- Stations:** 12
- Park-n-Rides:** 4
- Parking:** 2,597 spaces
- 2019 total ridership:** 5,516,254
- 2020 total ridership:** 1,540,676

C, E, W extension project

In an effort to create greater access, the C Line was extended into downtown in 2002. As part of this line extension, it shares stations with the E Line (opened in 2006) and the W Line (2013) from Auraria West to Union Station.

C, D extension project

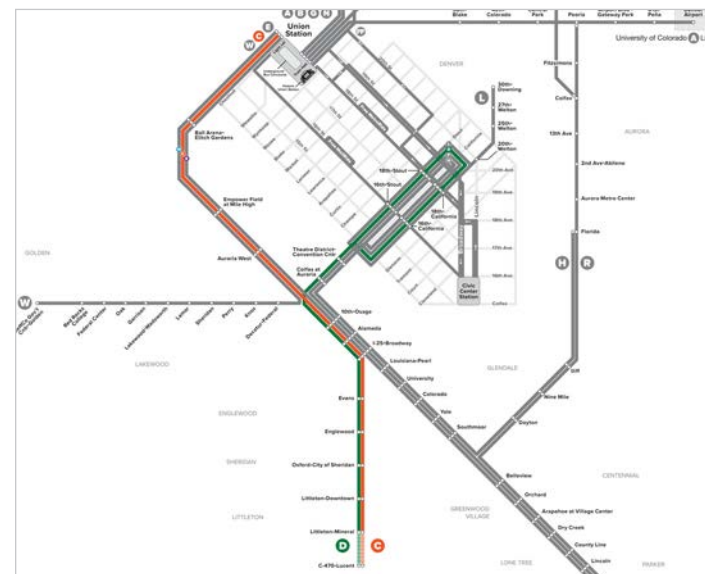
A 2.5 mile extension of the C and D lines is currently unfunded but planned from the Littleton•Mineral Station to Lucent Boulevard as part of RTD's 2004 voter-approved FasTracks transit expansion plan.

- Length:** 2.5 miles
- Stations:** 1
- Parking:** 1,000 additional spaces

D Line

Opened in 1994, RTD's first light rail line, the D Line, ran from the 30th & Downing Station through the Five Points Business District and downtown Denver to the I-25 & Broadway Station. Today, the D Line operates between the 18th•Stout Station and the Littleton•Mineral Station and shares track with the F, H, and L lines in the central downtown Denver loop.

- Type:** Light rail
- Length:** 5.3 miles
- Stations:** 14
- Park-n-Rides:** 10
- Parking:** 1,067 spaces
- 2019 total ridership:** 3,004,904
- 2020 total ridership:** 738,776

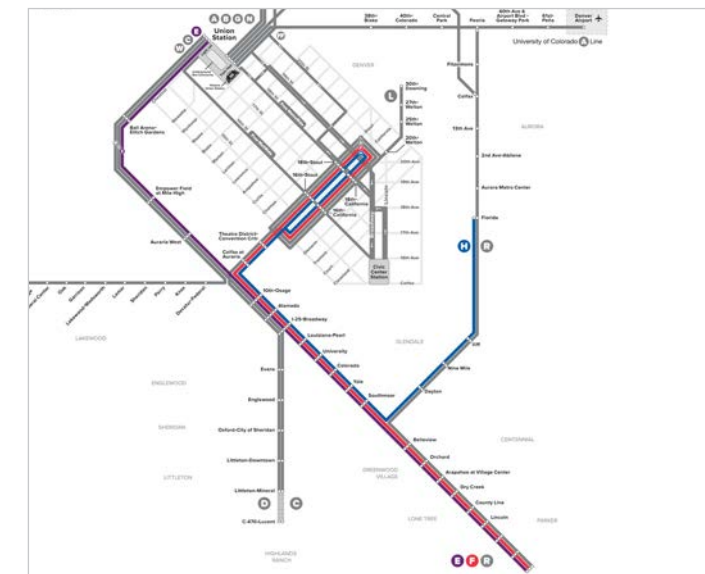


E, F, H Lines

The E, F, and H lines opened November 17, 2006 as a part of the Southeast Rail Project. They run along the west side of I-25 from Broadway in Denver to RidgeGate Parkway Station in Douglas County. Additionally, the H Line runs in the median of I-225 from I-25 to Parker Road originally, and now to Florida Avenue in Aurora. The E, F, and H share track from 18th•Stout Station to Southmoor Station, where the H Line continues to Aurora and the E and F lines continue to Lincoln Station. Park-n-Rides are located at all stations except Louisiana•Pearl, which features a neighborhood plaza.

- Type:** Light rail
- Length:** 19 miles
- Stations:** 13
- Park-n-Rides:** 12
- Parking:** 6,630 spaces
- 2019 total ridership:** 12,185,368
- 2020 total ridership:** 4,663,155

*The F Line paused operations on April 19, 2020, due to the COVID-19 service change.

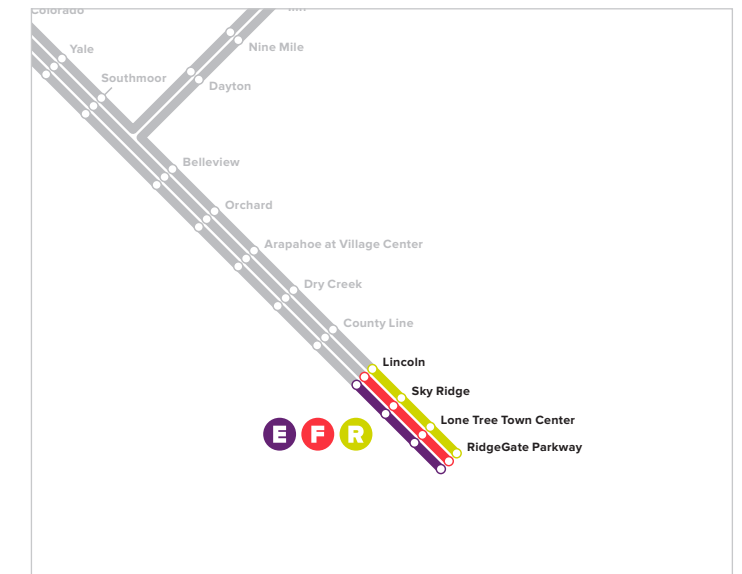


E, F, and R Extension

The E, F, and R Rail Extension opened on May 19, 2019. The extension added 2.3 miles to these lines from Lincoln Station south, with new stations at Sky Ridge Avenue near Sky Ridge Medical Center; the future Lone Tree City Center; and a 1,300-space Park-n-Ride at RidgeGate Parkway. The extension includes a five-span, 620-foot-long bridge over Lincoln Avenue; an eleven-span, 1,397-foot-long bridge over I-25, and a four-span, 506 foot-long bridge over RidgeGate Parkway.

- Type:** Light rail
- Length:** 2.3 miles
- Stations:** 3
- Park-n-Rides:** 13
- Parking:** 1,300 spaces
- 2019 total ridership:** 928,000*
- 2020 total ridership:** 402,415

*Reflects ridership from opening day May 19, 2019 through December 31, 2019.



L Line

In 2018, the Welton Street segment of the D Line was split off to operate as the L Line between the 18th•Stout Station and the 30th•Downing Station.

The L Line shares track with the D, F, and H Lines in the central downtown Denver loop.

Type: Light rail

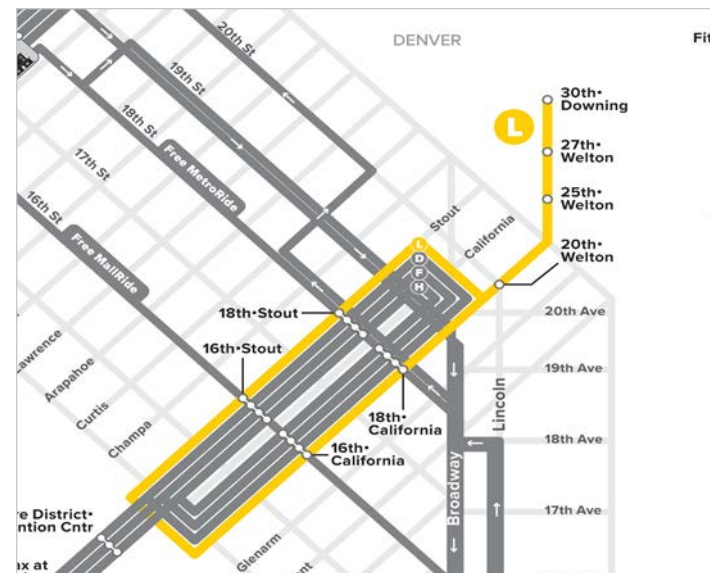
Length: 2.23 miles

Stations: 8

Park-n-Rides: 0

2019 total ridership: 691,914

2020 total ridership: 365,781



R Line

The R Line opened on February 24, 2017 and delivers access to Aurora City Center, Rocky Mountain Regional VA Medical Center, University of Colorado Anschutz Medical Campus, Fitzsimons Life Sciences District, and Denver International Airport via a transfer to the University of Colorado A Line.

The R Line shares track with the H Line from the Florida Station to the Dayton Station, and with the E and F lines from Belleview Station and the Lincoln Station.

Type: Light rail

Length: 22 miles

Stations: 16

Park-n-Rides: 13

Parking: 6,555 spaces (incl. 600 at the Iloff Station managed by the City of Aurora)

2019 total ridership: 1,948,742

2020 total ridership: 1,049,393



W Line

The W Line opened a corridor to the western region on April 26, 2013. The line runs from Union Station to Jefferson County Government Center, with stops along the way in Denver, Lakewood, and Golden.

W Line construction included 20 at-grade crossings, 10 light rail and three pedestrian bridges, three street bridge reconstructions, two light rail tunnels, one pedestrian tunnel, and 4.26 miles of bike paths.

Type: Light rail

Length: 12.1 miles

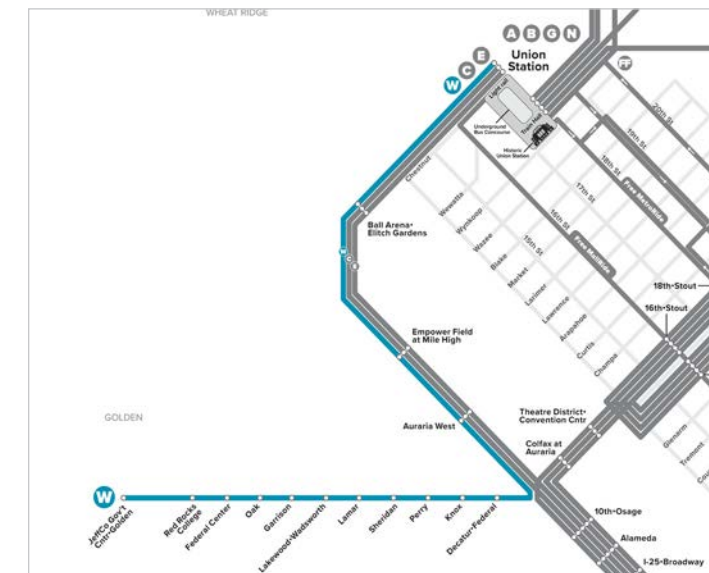
Stations: 15

Park-n-Rides: 6

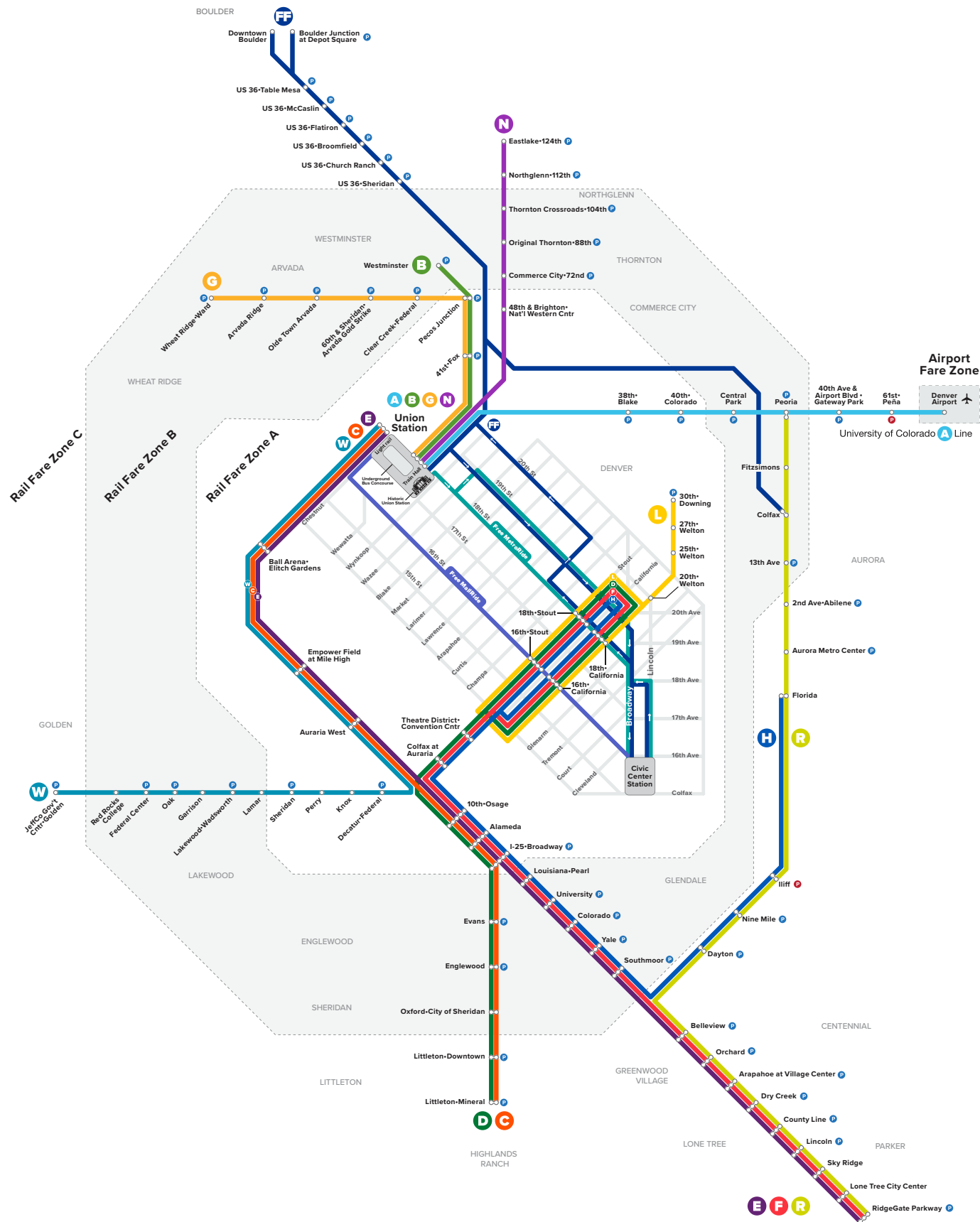
Parking: 4,959 spaces

2019 total ridership: 4,243,022

2020 total ridership: 2,106,897



Rail and Flatiron Flyer Map



Fares & Passes

We have a variety of fare options

LOCAL	REGIONAL	AIRPORT
New 3-Hour Pass \$3.00/\$1.50*/\$0.90**	New 3-Hour Pass \$5.25/\$2.60*/\$1.60**	New 3-Hour Pass \$10.50/\$5.25*/\$3.20**
Day Pass \$6.00/\$3.00*/\$1.80**	Day Pass \$10.50/\$5.25*/\$3.20**	Included in Regional/ Airport Day Pass
Monthly Pass \$114.00/\$57.00*/\$34.20**	Monthly Pass \$200.00/\$99.00*/\$60.00**	Included in Regional/ Airport Monthly Pass
10-Ride Ticket Book \$28.00/\$14.00/\$9.00**	10-Ride Ticket Book \$50.50/\$25.25/\$16.00**	Travel to Airport requires an upgrade
MyRide card \$2.80/\$1.40/\$0.90**	MyRide card \$5.05/\$2.50/\$1.60**	MyRide card \$10.30/\$5.15/\$3.20**
Single boarding \$5.00 6-Ride Ticket Book \$30.00 Access-a-Ride	Single boarding \$9.00 Access-a-Ride	Single boarding \$20.00 Access-a-Ride
Services Rail travel in 1 to 2 fare zones Local/Limited bus routes FlexRide Local trips on Regional or SkyRide bus routes	Services Rail travel in 3 fare zones Regional bus routes SkyRide bus routes	Services Rail travel to/from in the Airport fare zone Bus service to Denver International Airport

Full fare/Discount*/Youth** fares: *Discount fares apply to seniors 65+, individuals with disabilities and Medicare recipients. **Youth discount fares apply to youth ages 6-19 (up to three children ages 5 and younger ride free with a fare-paying adult). Proof of eligibility is required for all passengers using discounted fare products. Active duty members of the U.S. military ride for free on all RTD services.

In addition to our passes and tickets, RTD also offers various specialized pass programs for students, businesses, and qualified individuals.

CollegePass

College Pass Program is a contract between RTD and a college or university designed to provide students with access on all RTD regular services. Pricing is based on utilization. Revenue for the academic year 2018–2019 was approximately \$13.8 million.

EcoPass

The EcoPass is RTD’s most popular discounted pass program. Prices are based on utilization, which allows employers to provide benefits to all employees at a low cost per employee. Revenue from EcoPass contracts in 2019 was \$34 million.

Neighborhood EcoPass Program

The Neighborhood EcoPass is a discounted pass program offered to residential communities. All housing units within a particular residential area must be included. In 2019, revenue was \$1.2 million.

LiVE Program

LiVE is RTD’s income-based fare discount program that offers 40% off transit fares to riders whose household incomes are at or below 185 percent of the federal poverty level. Apply at rtd-denver.com/LiVE.

Parking Management

RTD operates 94 parking facilities throughout the metro area, and many are free. Here's how to use RTD parking facilities.

STEP 1

Find your facility at rtd-denver.com/how-to-park

STEP 2

Determine if parking fees apply.

- Blue locations have parking fees; red do not.
- If your vehicle is registered at an address within the RTD service area, you may park for free for the first 24-hour period. For parking beyond 24 hours, a \$2.00 daily fee applies.
- If your vehicle is registered outside RTD service boundaries, a \$4.00 daily fee applies.

STEP 3

Determine if you're in or out of the District.

Enter your license plate into any RTD parking pay station, or at rtd-denver.com/how-to-park.

If your results are inconclusive, call 303.299.2900.

STEP 4

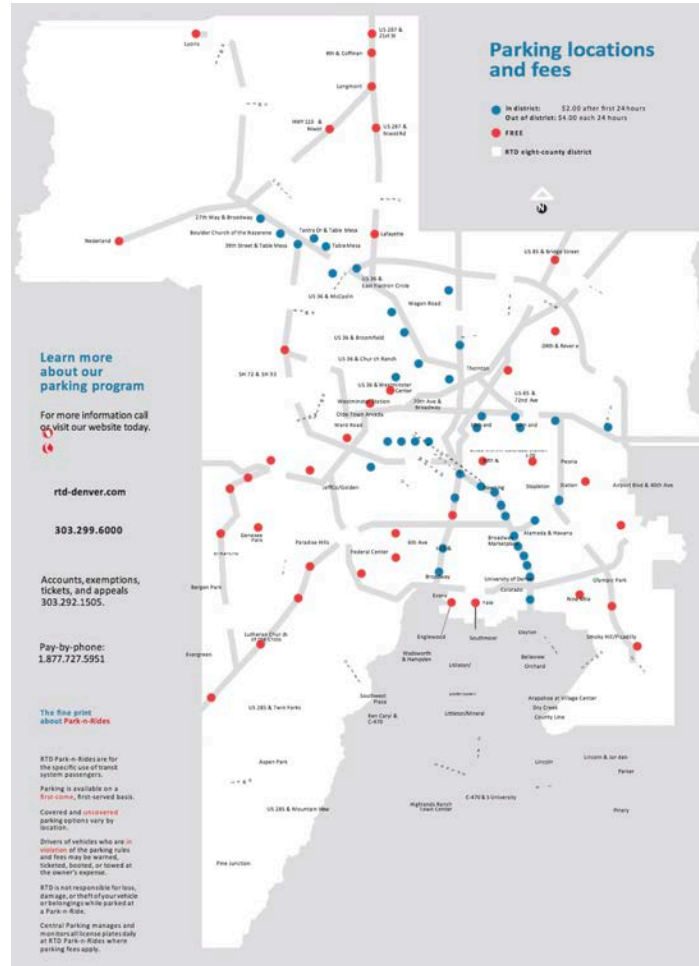
Know the rules.

- Parking is for RTD customers for up to a maximum of 30 days.
- Parking fees must be paid before boarding any RTD vehicle.
- Facilities are monitored by license plate daily. Violators may be ticketed, booted, or towed for non-payment.

STEP 5

Pay for your parking.

- Pay at the pay station (blue canopy) before you board a bus or train.
- Pay through the ParkMobile app on your phone.
- Pay-by-Phone at 1.877.727.5951.
- Establish an automated account.



For more on exemptions, enforcement, or alternatives to parking, visit rtd-denver.com/how-to-park.

Transit-Oriented Development



Development continues to grow

As RTD builds out more services, transit-oriented communities continue to thrive, spanning a wide and diverse geography across our system. Major office and residential complexes have been planned, built, or are in development from Union Station, Arapahoe at Village Center, and Dry Creek, to 25th & Welton, US 36 & Broomfield, SkyRidge and many others.

Top Stations for TOD

Helping communities grow

RTD's Transit-Oriented Development (TOD) team plays a proactive role in facilitating growth around RTD parking facilities and stations. By supporting and encouraging development around transit, in coordination with local jurisdictions and developers, we create greater access, spur economic growth, and improve the overall quality of life for people who live and work around these developments.

What are the features of TOD?

- More compact and dense development within a 10-minute walk or 1/2-mile distance around transit facilities compared to existing development patterns in the same
- A mix of uses, usually including residential, retail, and office employment
- High-quality, pedestrian-oriented urban design and streetscapes

What are the benefits of TOD?

- Economically stable neighborhoods and reduced sprawl
- Reduced commute times and related costs
- Improved environmental quality through alternative transportation modes
- Greater access to transit and diminished automobile dependency for first- and last-mile connections

Office		Total TOD (sq ft)	Number of Properties
1	Union Station	1,836,191	8
2	Arapahoe at Village Center	1,417,000	5
3	Sky Ridge	700,000	1
4	38th/Blake	525,000	4
5	Dry Creek	506,587	4
6	Boulder Junction	440,000	3
7	Bellevue	390,000	2
8	Central Park	220,000	1
9	Colorado	220,000	1
10	Lincoln	197,000	1

Residential		Total TOD (units)	Number of Properties
1	20th/Welton	3,253	16
2	Union Station	2,316	7
3	Dry Creek	1,977	8
4	Bellevue	1,924	7
5	Lincoln	1,805	7
6	US 36 & Broomfield	1,717	6
7	25th/Welton	1,406	8
8	Sky Ridge	1,142	5
9	I-25/Broadway	1,072	5
10	Boulder Junction	848	6

Facilities

Our major downtown transit centers provide customers and employees pride of place whether they're on the road or on the job.



Civic Center Station

Civic Center Station is one of RTD's busiest regional transit centers with 16 routes and an average of 15,000 fixed-route bus customers daily. It is a turnaround point for the 16th Street Free MallRide that serves 40,000 weekday customers. After 30 years as a central downtown hub, the facility underwent a \$31 million renovation from 2016-2017 with funding from state and FTA grants. Anchoring one end of Denver's 16th Street Mall, the new Civic Center Station allows buses to enter and leave downtown faster with new turnaround loops for the Mall shuttles. Fixed route customers can transfer to other buses or catch the Mall shuttles with ease.

Union Station

In 2001, RTD purchased Denver's historic Union Station site with a plan to rezone for transit-oriented development. First breaking ground in 2002, the newly remodeled transit center reopened in 2014 with a new boutique hotel, modern restaurant spaces, and high-end retail establishments without compromising any of its fundamental historic integrity. Union Station features an eight-track commuter rail station, a 22-bay underground bus facility, and a light rail station near the freight rail tracks. The station integrates RTD's light rail and commuter rail lines, Amtrak, regional buses, Greyhound, taxis, shuttles, and bicycle and pedestrian access, making one of the region's top two intermodal hubs alongside Denver International Airport.

Commuter Rail Maintenance Facility

The Commuter Rail Maintenance Facility (CRMF) opened in 2016 in Denver's Globeville neighborhood. The facility is used to maintain, clean, and store trains that serve the University of Colorado A Line, the G Line, the first segment of the B Line, and the new N Line.

The CRMF can service up to 80 electric rail cars and houses approximately 220 operators, mechanics, and other staff in the 230,000-square-foot facility.

The facility's Operations Control Center (OCC) acts as the commuter rail network's brain, with train dispatch, public announcement and security systems, Positive Train Control, and the radio communication systems.

The facility received a Leadership in Energy and Environmental Design (LEED) Gold Certification for environmental stewardship and social responsibility.

Sustainable features of the CRMF

- Efficient electrical system for a 32 percent energy savings
- Water-efficient plumbing fixtures for a 39 percent reduction in water usage
- Radiant floor heating served by an 89 percent efficient water boiler
- Specially designed windows that prevent thermal transfer



2021 Board of Directors



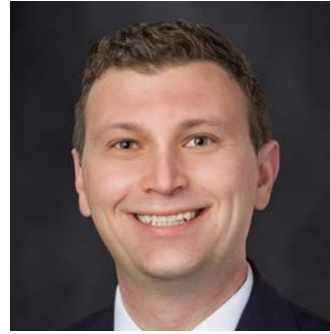
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District N



Lynn Guissinger
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District O

RTD is governed by a 15-member Board of Directors, with each director elected by the people of their district for a four-year term. Board members can serve for two terms. Each director district contains approximately 200,000 residents.

What's Up Next in 2021?

As we begin to emerge from the pandemic, RTD has three immediate initiatives underway to continue to improve our transit system and connections for the people we serve.

15L Route Improvements

Routes 15 and 15L serve East Colfax and are the busiest routes in the RTD system. Starting in late 2020, RTD began upgrading 15L bus stops between Broadway and I-225 to include enhanced shelters with lighting and security cameras, as well as queue bypass lanes, transit signal priority and bus bulbs at key locations.

This project is financed through \$11 million in grants from the FTA, Denver Regional Council of Governments (DRCOG), and the Colorado Department of Transportation (CDOT).

The 15L effort is being conducted in tandem with Colfax Corridor Connections, an initiative to improve transit, mobility, and livability within this corridor over the next 25 years.

16th Street Mall Upgrade

Downtown Denver's 16th Street Mall has long been a primary tourist attraction and business center. It is also one of RTD's busiest transit corridors and is in desperate need of an upgrade as its infrastructure dates to 1982.

The planned improvements, set to begin in 2021, will create increased opportunities for public use as an iconic and historic space, allow reasonable maintenance frequency and costs, improve safety, and maintain greater mobility for visitors and the Mall shuttle.

The \$100-million, project, which will likely take 2-4 years to complete, will be funded by FTA grants, Denver bond funds, and tax-increment financing through the Denver Urban Renewal Authority.

Review Remaining FasTracks Projects

In addition to the active projects above, we continue to look at ways to secure funding for unfinished FasTracks projects, including: connecting the 30th•Downing Station to the University of Colorado A Line at 38th•Blake; extending the N Line to State Highway 7; extending the B Line to Boulder/Longmont; and completing the SW Extension from Mineral to C-470.



Connect with Us

by phone, email, or on social

Customer Care
303.299.6000

Government Relations
303.299.2353
government.relations@rtd-denver.com

Media Relations
720.326.7311
mediarequests@rtd-denver.com

-  **RideRTD**
-  **RideRTD**
-  **RideRTD**
-  **rideRTDco**



1660 Blake Street
Denver, CO 80202
303.299.6000
rtd-denver.com

