

January 16, 2025



**We Make Lives Better
Through Connections.**

Joint Transportation Committee

RTD Financial Position and Survey Results

Doug MacLeod, Chief Financial Officer

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Agency Overview

Regional Transportation District

- **Created in 1969 by Colorado General Assembly**
- **Publicly elected Board of Directors**
 - 15 members
- **Primary modes**
 - 126 bus routes
 - Six light rail lines
 - Four commuter rail lines
 - Paratransit
 - Microtransit



Primary Modes



Bus

- 85 local routes
- 12 regional routes
- 5 airport routes
- ~1,000 vehicles
- 58 FlexRide vehicles
- 9,720 bus stops



Paratransit

- 344 Access-a-Ride vehicles
- Access-on-Demand provided by Uber, Lyft, zTrip, and Metro Taxi



Commuter Rail

- 4 lines
- 66 vehicles
- 54+ miles of track
- 27 stations



Light Rail

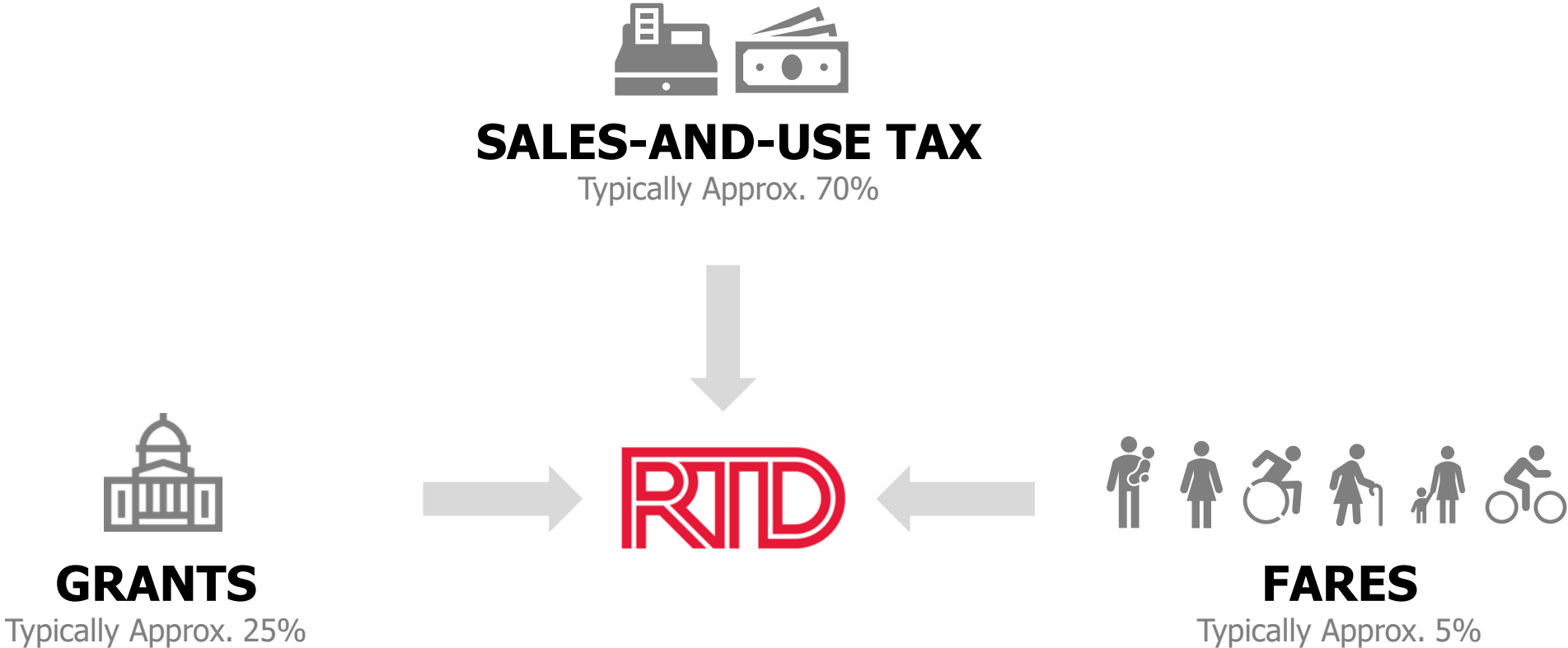
- 6 lines
- 200 vehicles
- 60+ miles of track
- 57 stations










Financial Position

Primary Revenue Sources



Transit Investment Examples

					
Primary UZA	Denver	Philadelphia	Seattle		
Rev per capita	\$372.03	\$312.41	\$649.16	\$324.21	\$60.93
Rev per sq. mi.	\$427k	\$808k	\$2.1M	\$539k	\$165k

↑
Considering a 20% cut to service and fare hikes due to shortfall

Pennsylvania is considering action



↑ Representative of numerous metro areas with more than one agency to serve different needs and modalities.

↑ Seattle invests more than \$1,000 per capita into transit



FY 2025 Revenues

	FY 2025 Budget	%
Fares	57,165	4%
Sales-and-Use Tax	903,171	67%
Grants	347,328	26%
Other Revenue	44,400	3%
Total Revenues	\$ 1,352,064	100%

in thousands



FY 2025 Operating Expenditures

	FY 2024 Budget	FY 2025 Budget	Change
Salaries and Benefits	367,320	419,864	52,544
Materials and Supplies	61,385	69,410	8,025
Outside Services	337,457	388,268	50,811
Utilities	21,939	22,884	945
Leases and Rentals	5,239	5,188	(51)
Other Expenses	(6,629)	12,866	19,495
Insurance	15,175	16,600	1,425
Purchased Transportation	238,963	298,531	59,568
Total Operating Expenses	\$ 1,040,849	\$ 1,233,611	\$ 192,762

in thousands



Financial Outlook

Near-Term Outlook: Challenged but Stable

- Despite challenges facing many U.S. transit agencies, RTD maintains a strong near-term financial outlook – stable on a 5-year horizon
- Achieved a AAA bond rating from S&P Global and stabilized mid-term financial position, no longer forecasting shortfalls on the Five Year Financial Forecast
- RTD is stable but impacted by a backlog of deferred maintenance, a competitive labor market, supply chain issues, and high inflation

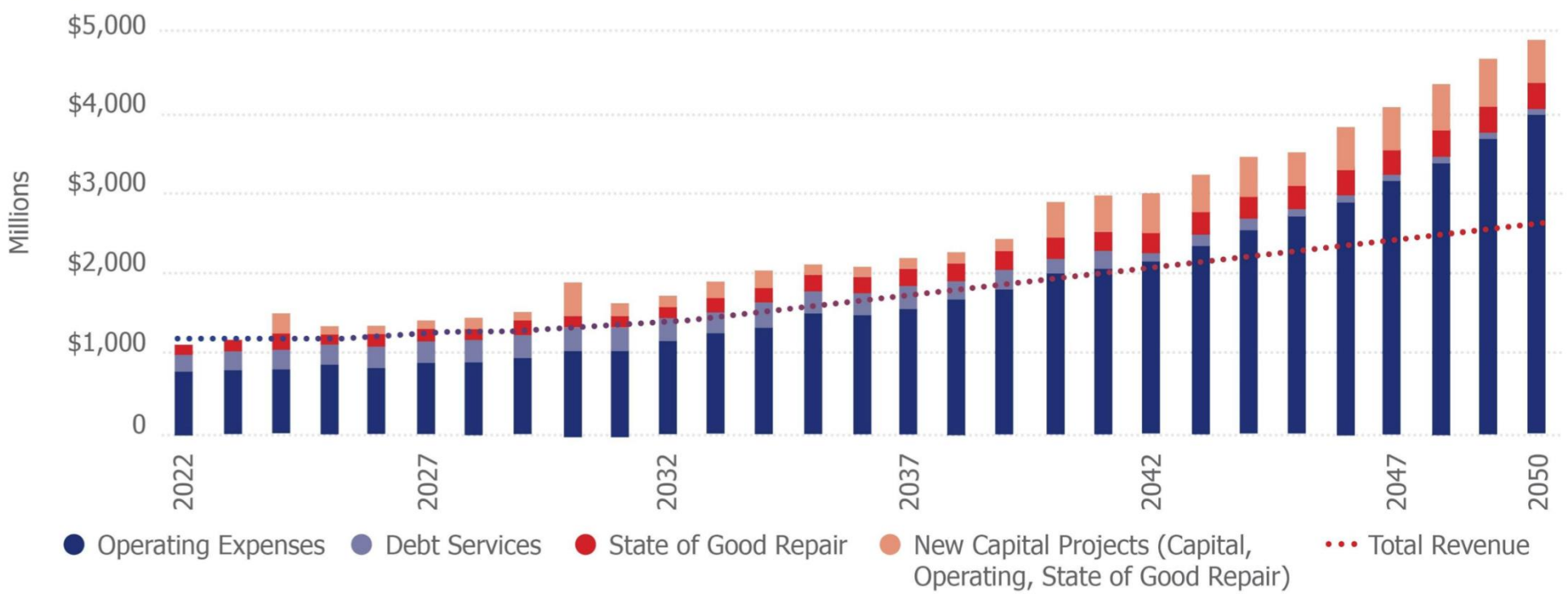
Long-Term Outlook: Needs Planning

- The \$9 billion+ of fixed assets RTD built is now nearly half depreciated
- Long-range financial forecasts predict potential shortfalls in the 2030s

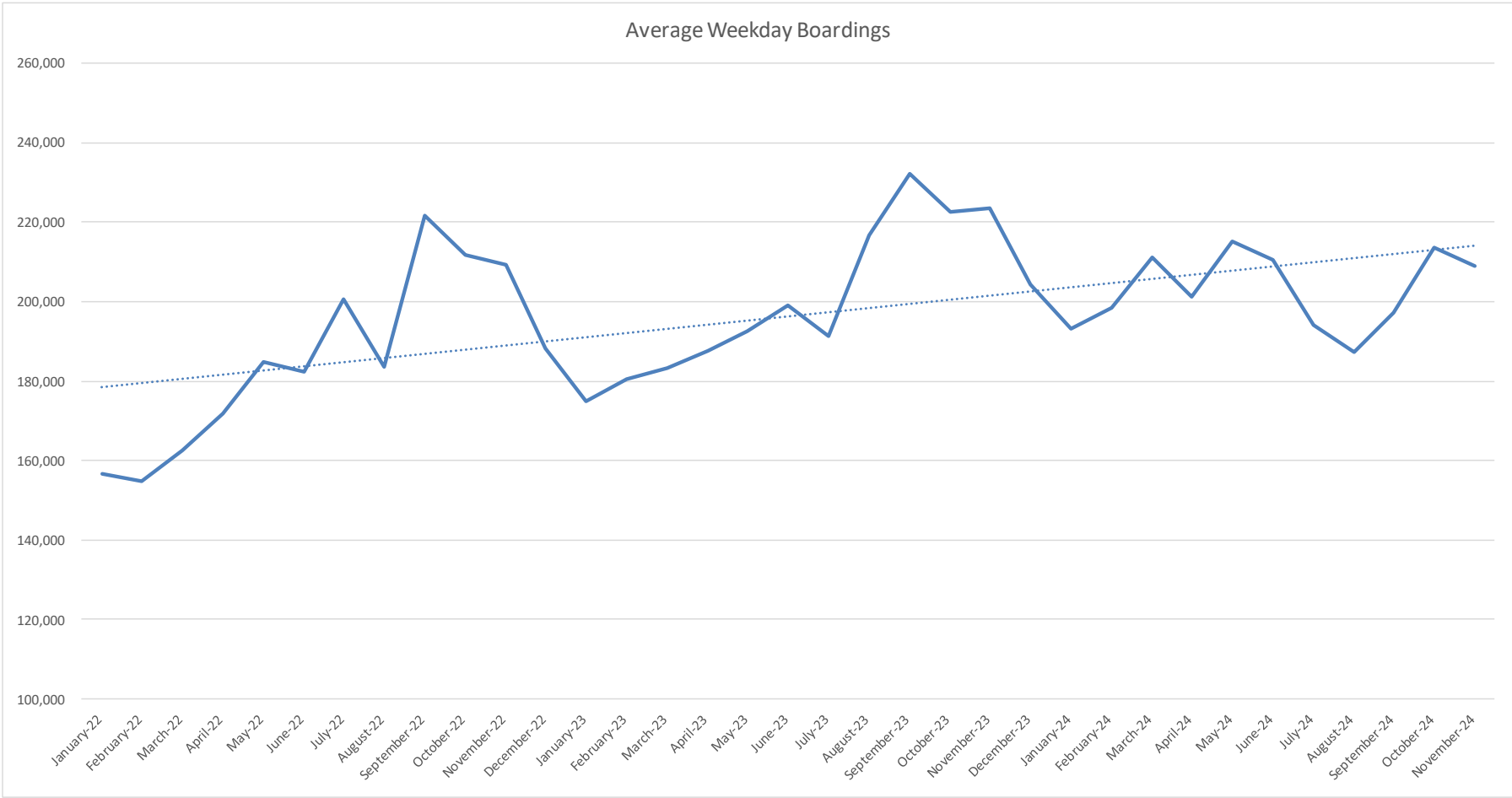


Long-Term Outlook = Looming Challenges

PROJECTED REVENUES COMPARED TO EXPENSES NEEDED TO SUPPORT FUTURE MOBILITY AND SUSTAINABILITY GOALS



Boardings



Financial Health

■ Continued State Financial Ratio Adherence

- Cash/Current Liabilities
- Working Capital Ratio
- Asset Sufficiency
- Unrestricted Net Position/Operating Expenditures
- Net Position vs. Prior Year
- Total Revenue/Debt Payments
- Principal Payments/Total Debt
- Tax Revenue/Capita
- Expenses/Capita





2021-2026 Strategic Plan



What we aspire to achieve

VISION

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

What we do

MISSION

We make lives better through connections

What we stand for

VALUES

Passion, Respect, Diversity
Trustworthiness, Collaboration,
Ownership

What we will concentrate on for the life of the Plan

STRATEGIC PRIORITIES

w/SUCCESS OUTCOMES METRICS

Cust. Excellence, Comm. Value,
Emp. Ownership, Fin. Success

What we will concentrate on in the short to medium-term to achieve long-term goals

STRATEGIC INITIATIVES

Back to Basics, People Power,
Welcoming Transit Environment

How we will get there

TACTICS

w/LEADING INDICATORS

Asset Management, Internal Comm.
Emp. Recruitment, Emp. Retention,
Emp. Security, Public Security

What we need to do

INDIVIDUAL EMPLOYEE CONTRIBUTIONS

Tied to Performance

Strategic Priorities



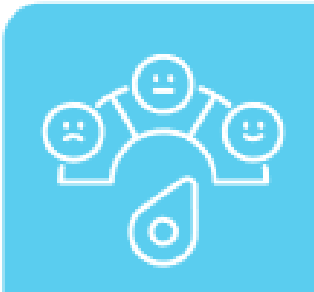
Community Value

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



Employee Ownership

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



Customer Excellence

RTD strives to consistently deliver high-quality customer service.



Financial Success

RTD takes very seriously the management of all financial resources.



Annual Surveys

Annual Surveys – Overview



Employee Ownership



Community Value



Customer Excellence: Paratransit



Customer Excellence: Rail



Customer Excellence: Bus

Collection Period

April 2024

June – July 2024

June – July 2024

August 2024

August 2024

Method

Email, form, tablet

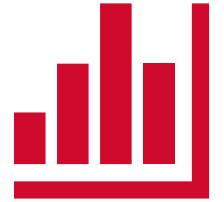
Mail

Mail, email, text

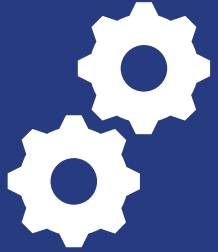
Intercept

Intercept

Survey Feedback – Information Obtained

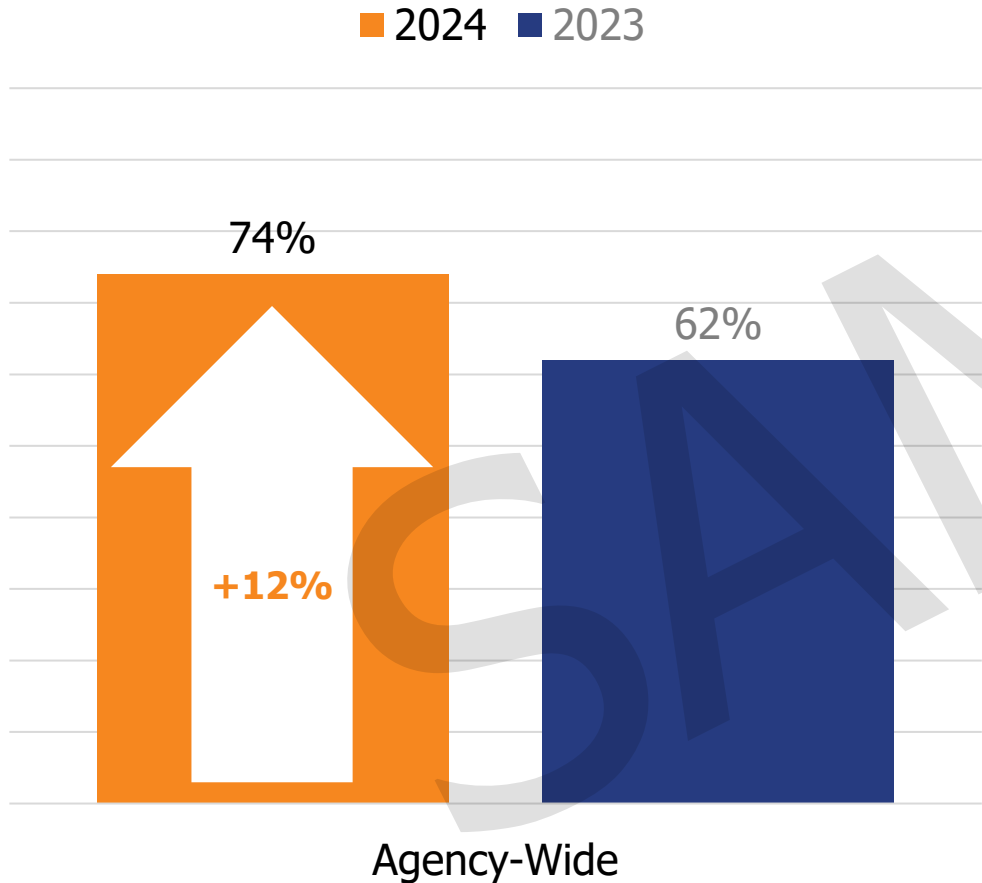


- Customer characteristics
 - Demographic data
 - Travel behaviors
 - Transit experiences
- Opinions, perceptions, attitudes related to transit services
- Community perception of value provided
- Employee job satisfaction
- Customer/community-ranked importance of service characteristics
- National transit agency comparison
- Historical trends
- Net Promoter Scores
 - Employees
 - Customers
 - Community members



Annual Surveys – Analysis

Employee Ownership Composite Index Score

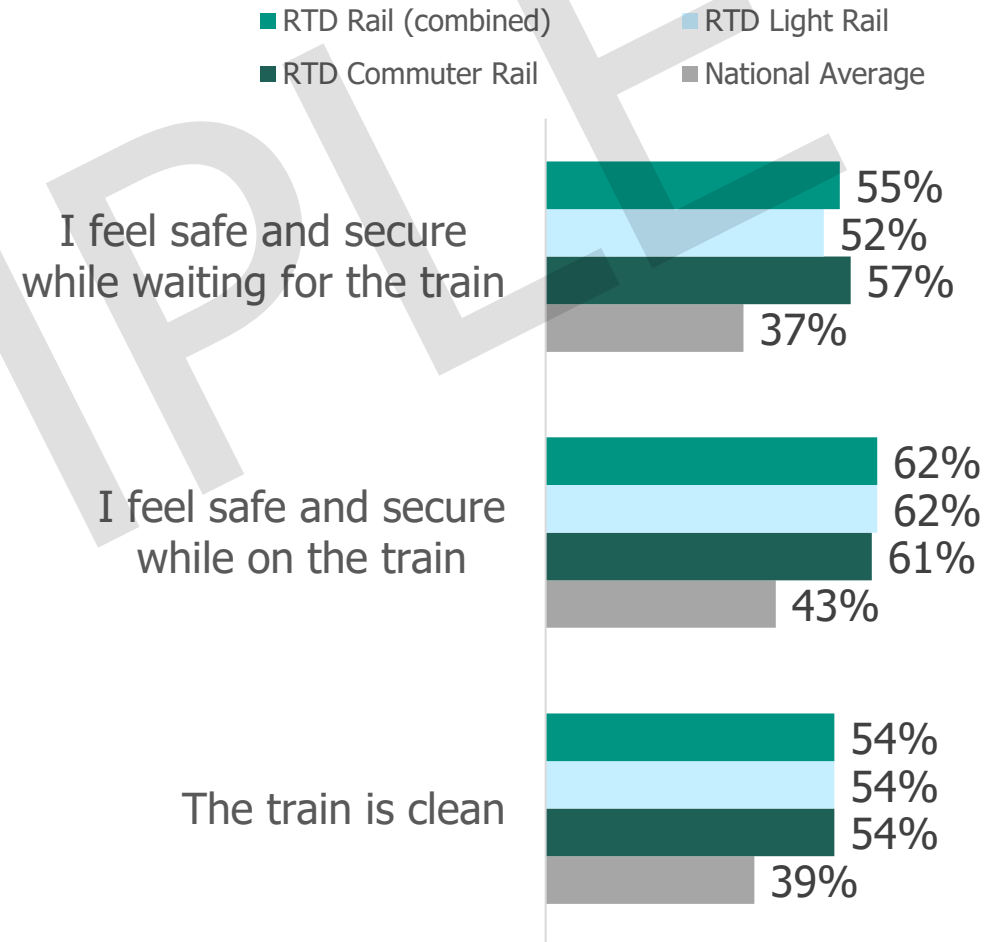
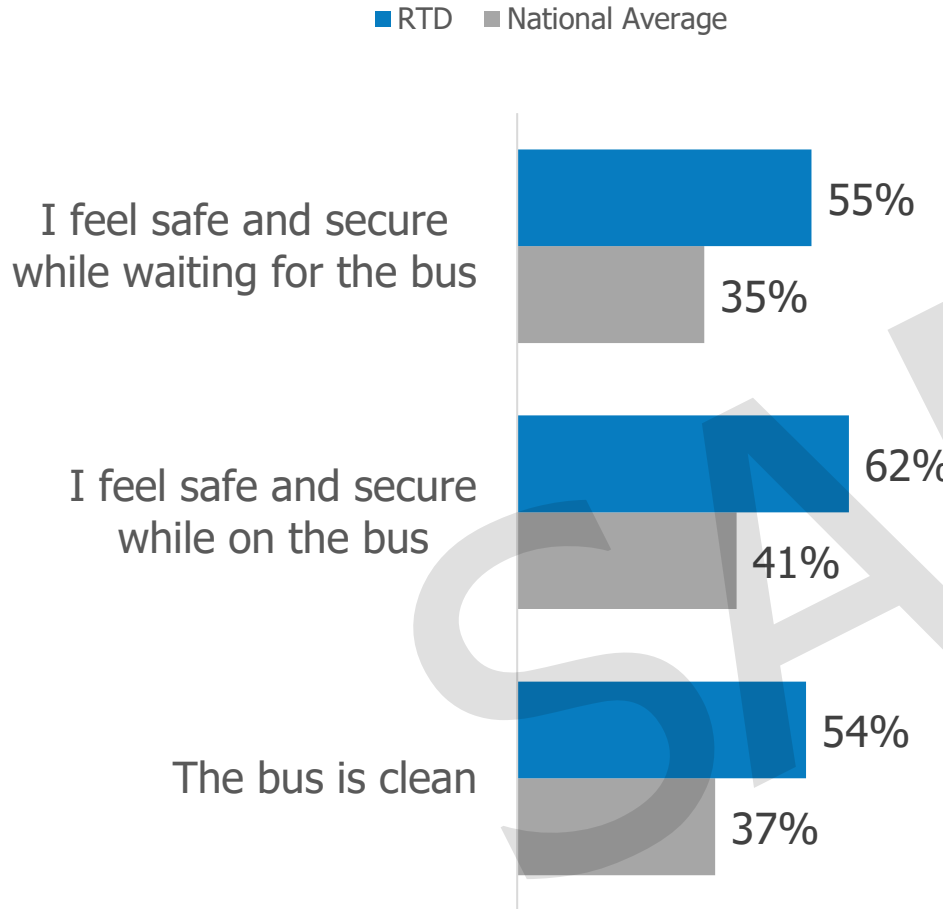


Composite index score is the average of employee survey scores related to how engaged, supported, safe feeling and understanding of how employees contribute to agency success.

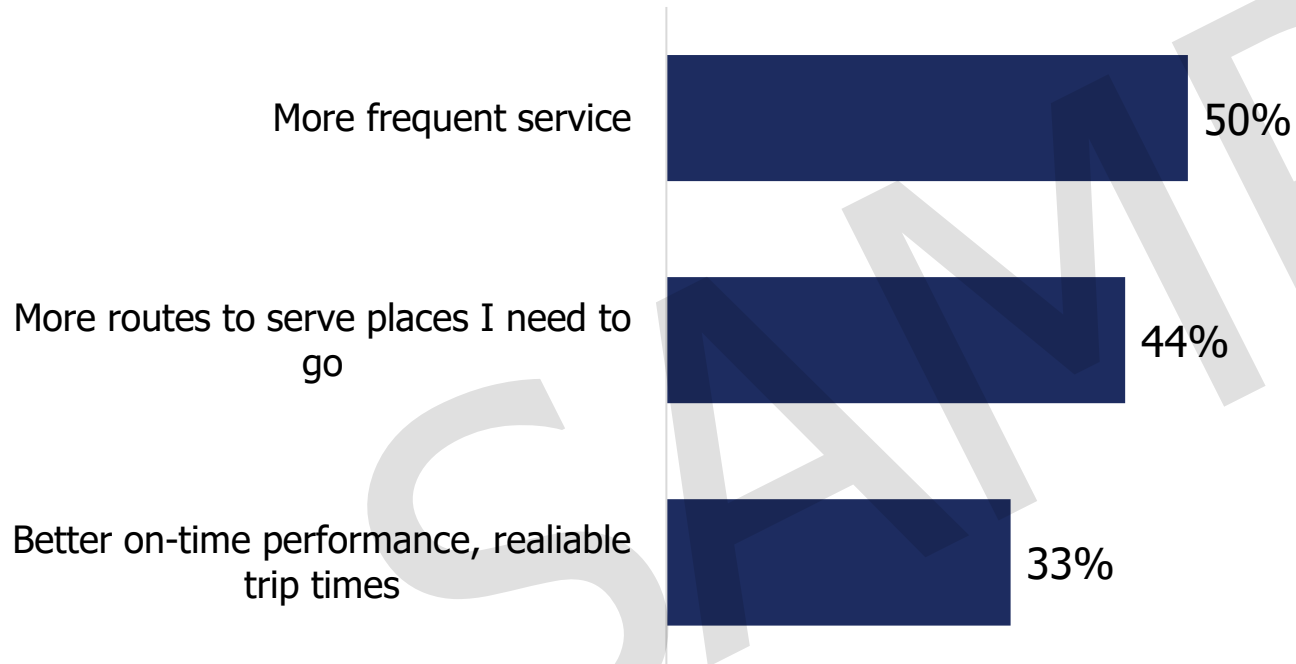
- Engagement
- Supervisor Support
- Resource Support
- Physical Safety
- Safe from Crime
- Psychological Safety



Safety and Comfort



Three features that RTD could add to its current service that would make it more appealing for you to use public transportation (2024)



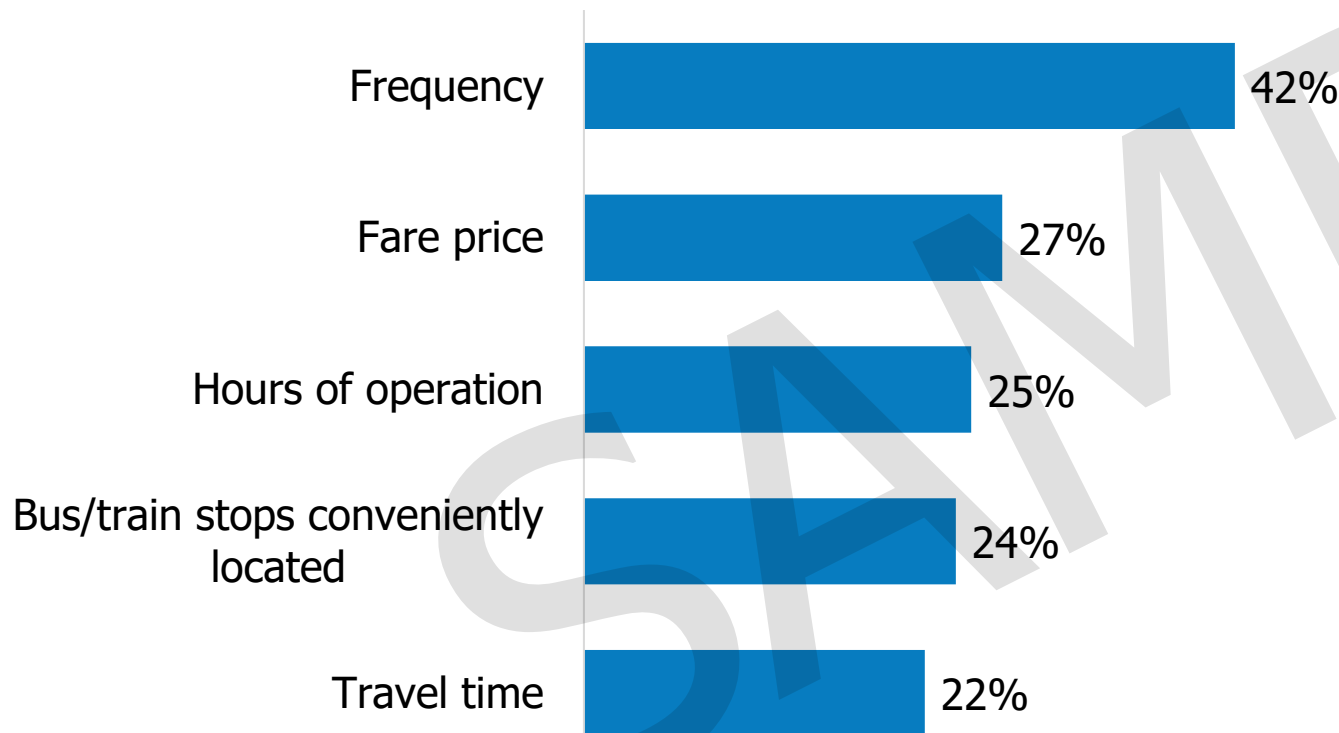
Additional choices:

4. Shorter trip times
5. Additional security/fare inspectors
6. Lower fares
7. Stops closer to my home
8. Shelter at transit stops/stations
9. Cleaner vehicles
10. Cleaner stops/stations

Top Importance to Customers: Bus (2024)



Five Most Important



Additional items ranked by level of importance:

6. Timely arrival of buses
7. Personal security on bus
8. Ease of finding out if buses are running on schedule
9. Accuracy of route schedules and maps
10. Helpful drivers
11. Personal security while waiting for bus
12. Bus cleanliness
13. Buses being operated safely
14. Courteous drivers
15. Availability of route schedules and maps
16. Access to key public service destinations
17. Mechanical safety of bus
18. RTD system provides value to the community
19. Timely resolution of questions, concerns, or complaints
20. Courteous customer service representatives

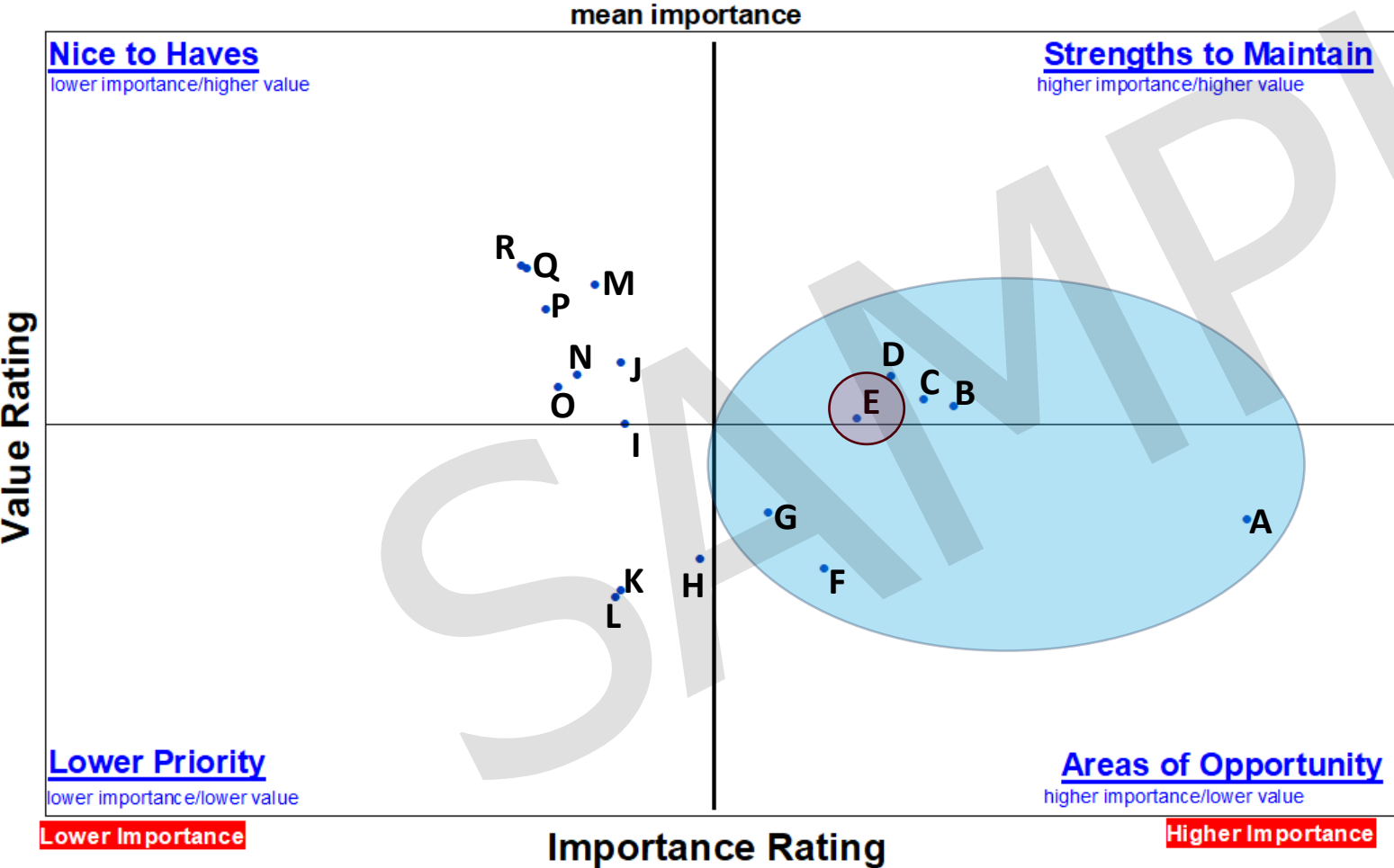


Key Driver Analysis*



**A methodology used in market research to identify the key drivers (or factors) that influence a particular outcome or behavior.*

Key Driver Analysis: Bus (2024)



- A – Frequency (how often the buses come)
- B – Fare price
- C – Hours of operation
- D – Bus stops conveniently located
- E – Travel time*
- F – Timely arrival of buses
- G – Personal security on buses
- H – Ease of finding out if the buses are running on schedule
- I – Accuracy of route schedules & maps
- J – Helpful drivers
- K – Personal security while waiting for bus
- L – Bus cleanliness
- M – Buses being operated safely
- N – Courteous drivers
- O – Availability of route schedules & maps
- P – Access to key public service destinations
- Q – Mechanical safety of bus
- R - RTD system provides value to the community

*strong correlation indicated in regression analysis

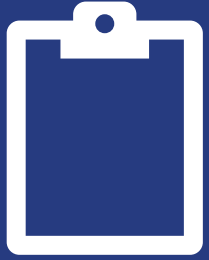


2024-25 Strategic Initiatives*

	Back to Basics	Asset Management
	People Power	Employee Recruitment – Employee Retention
	Welcoming Transit Environment	Employee Security – Public Security
	Customer and Community Connections	Customer Experience – Community Outreach

**Developed leveraging annual survey data*





Additional Surveys

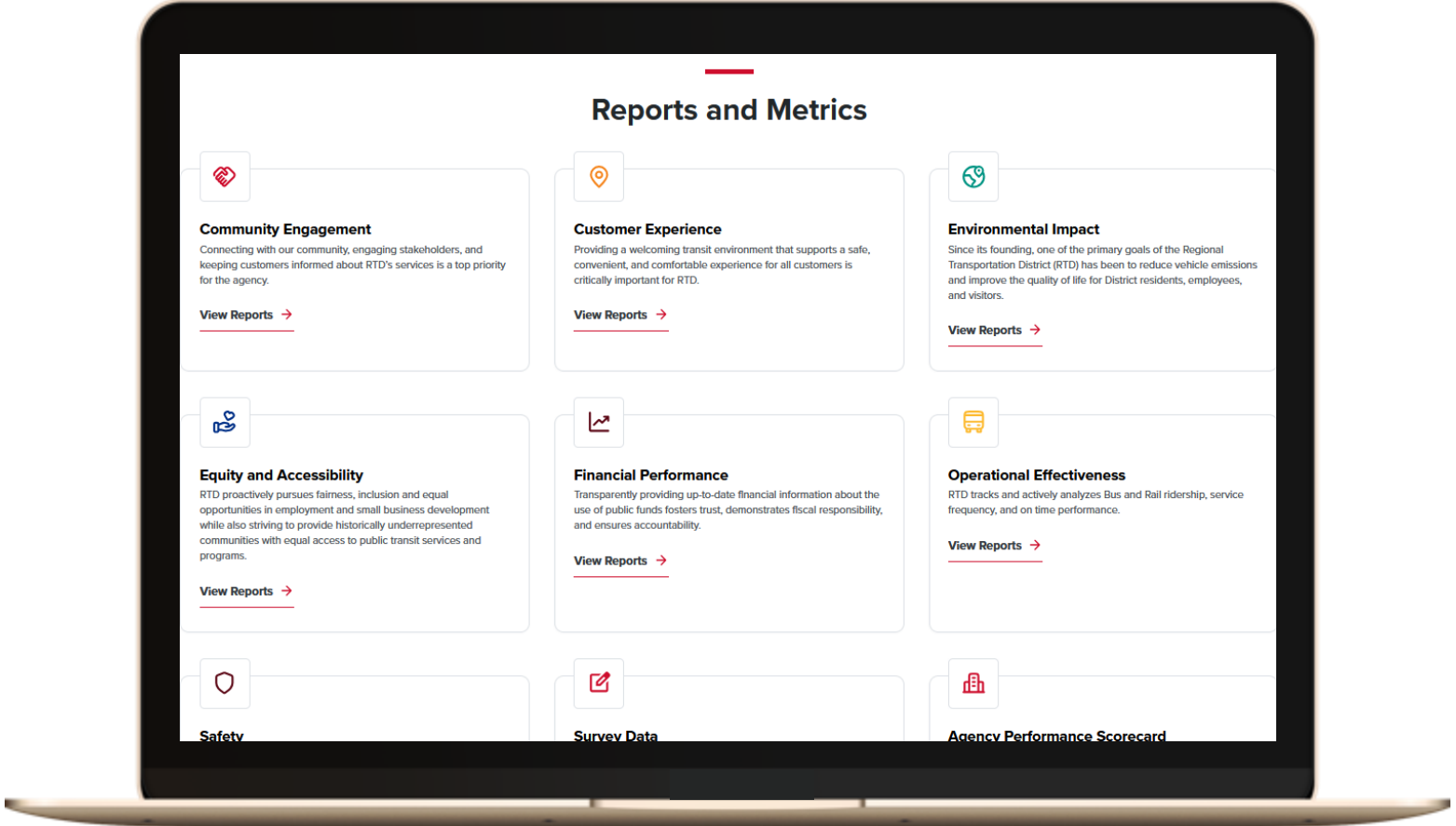
Recent/Upcoming Survey Activities

- Service change feedback
 - Three times annually
- Paratransit Program Survey
- Zero Fare for Youth
- Major Service Disruption Survey
- Employee surveys related to specific events/internal initiatives



Agency Performance Data

Performance Dashboard



We Make Lives Better Through Connections.
