BOARD OF DIRECTORS DISCUSSION ITEM

Call for Projects Partnership Program Update

Committee Meeting Date:
October 11, 2022

STAFF REPRESENTATIVE
Brian T. Welch, AICP, Acting Assistant General Manager, Planning
Bill Sirois, Senior Manager, Transit Oriented Communities

PRESENTATION LENGTH
20 minutes

BACKGROUND
Dating back to 1994, RTD has demonstrated a commitment to bolstering and building partnerships, which are recognized as key to meeting transit needs and connecting customers to the places they want and need to go. Over the past year, staff has developed a clear and streamlined process by which local governments, anchor institutions, transportation management organizations, non-profits and others are able to submit partnership requests.

The proposed Call for Projects Partnership Program (Partnership Program) is predicated on several precedents and related activities. Notably, the Partnership Program incorporates and reflects the following related efforts:

- Change, Challenge, and Connections: Strategic Plan 2021-2026: The Partnership Program is based on the four Strategic Priorities and Success Outcomes, as applicable; the Operations Tactics and Operations Performance Scorecard sections are helpful reference points for service requests.

- Reimagine RTD: This effort includes recommendations on RTD’s role as a “Mobility integrator that … partners with a broad group of stakeholders to support community-based services;” and the Partnership Program reflects input from stakeholders received during Reimagine RTD outreach.

- Mobility Choice Blueprint: Among the 34 tactical actions – covering topics such as Regional Collaboration and Shared Mobility – RTD is identified as the initiator for 13 actions.


- Agency Responses to the RTD Accountability Committee Final Report: RTD agreed with Recommendation 42, which states that the agency should “Leverage existing and new partnerships to improve service efficiency and grow ridership.” This response was tied to the Accountability Finance Subcommittee’s recommendation that “RTD should have additional flexibility and clear
authority to contract with nonprofits and local governments for service delivery to ensure cost-effective and efficient transit services.”

- **Subregional Service Councils**: Advancing local partnerships with RTD to achieve community transit goals has been a key focus area for multiple regional planning efforts including the formation of Subregional Service Councils (SSCs). SSCs, whose formation was approved by Board in June 2022, are proposed to be a forum for dialogue with local stakeholders about local service partnership opportunities.

**DISCUSSION**
The formalized Partnership Program, which aligns with the Strategic Priorities of Community Value, Customer Excellence, Employee Ownership, and Financial Success, will ensure that the agency can address the strong desire for community-focused transit.

The presentation articulates this and includes the following:

- Summary of current partnerships
- Policies and goals
- Options for funding allocation
- Role of SSCs
- Performance metrics and evaluation criteria

**FINANCIAL IMPACT**
Though the creation of new partnerships will result in agency financial impacts, there is no direct financial impact associated with the adoption of the Partnership Program.

**ATTACHMENTS:**
- Call for Projects Partnership Program Discussion Item PPT 10.11.22 (PPTX)

Prepared by:
Brian Welch, Acting AGM, Planning
Bill Sirois, Senior Manager, Transit Oriented Communities

Approved by:

[Signature]
Brian Welch, Acting AGM, Planning  10/25/2023

Authorized by:
Call for Projects Partnership Program

Brian T. Welch, AICP, Acting Assistant General Manager, Planning
Bill Sirois, Senior Manager, Transit Oriented Communities
Overview

- Partnership Commitment
- Current Activity
- Staff Recommended Policy and Goals
- Program Framework
- Performance Metrics
Partnership Commitment

1994 Board-Adopted Policy
Strategic Plan 2021-2026
Reimagine RTD
Mobility Choice Blueprint
RTD Accountability Committee

RTD has demonstrated a commitment to bolstering and building partnerships, which are recognized as key to meeting transit needs and connecting customers to the places they want and need to go.
Current Partnerships

- **Cost Sharing** - provides funds to local organizations and municipalities to support specific services

- **Innovative Mobility Pilot** - operates service initiated by a partner agency through a grant program to test viability of service in a new or emerging market

- **Third Party Operations** - supports service operated by others through integrated trip planning and payment, technical advisory services, or compliance support
<table>
<thead>
<tr>
<th>Partnership</th>
<th>Partner Role</th>
<th>2022 Cost to RTD</th>
<th>Subregion</th>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder County – Various Non-profits</td>
<td>Operate Fund</td>
<td>$337,236</td>
<td>Boulder</td>
<td>Cost Sharing</td>
<td>Since 1993, RTD has funded private, non-profit agencies to assist with the provision of demand response services in non-urbanized areas within the district.</td>
</tr>
<tr>
<td>City of Longmont – Fare free</td>
<td>Fund fares</td>
<td>Longmont pays RTD $224,688</td>
<td>Boulder</td>
<td>Cost Sharing</td>
<td>In 2014, Boulder County began buying up all fares on the 300 series routes in Longmont to offer free fares and increase mobility options for low-income riders.</td>
</tr>
<tr>
<td>City of Boulder – HOP</td>
<td>Operate Fund</td>
<td>$1,356,928</td>
<td>Boulder</td>
<td>Cost Sharing</td>
<td>Since 2014, the City of Boulder has supplemented RTD’s bus service by providing circulator bus service known as the HOP. It is funded by Boulder, RTD, and CU.</td>
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<td><strong>Boulder Subtotal</strong> $1,694,164</td>
</tr>
<tr>
<td>DRCOG – Way to Go Vanpool</td>
<td>Manage Fund</td>
<td>$663,000</td>
<td>District-wide</td>
<td>Cost Sharing</td>
<td>Since 2001, RTD has supported this program (underwriting the pricing structure, providing incentives for drivers, and providing capital funding for vans). Vans carry six to twelve riders and are driven and maintained by a vanpool participant.</td>
</tr>
<tr>
<td>Uber Paratransit Pilot</td>
<td>Operate</td>
<td>$1,400,000</td>
<td>District-wide</td>
<td>Third Party Operations</td>
<td>Currently underway as a pilot; planned as an ongoing partnership. Supplements Access-a-Ride and Access-a-Cab in four zip codes to meet demand during peaks.</td>
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<td></td>
<td><strong>District-wide Subtotal</strong> $2,063,000</td>
</tr>
<tr>
<td>Metro Taxi FlexRide</td>
<td>Operate</td>
<td>$20,000</td>
<td>Southeast</td>
<td>Third Party Operations</td>
<td>Currently underway. Supplements seven RTD FlexRides with the goal of providing better midday service.</td>
</tr>
<tr>
<td>Douglas County – Various Non-profits</td>
<td>Operate Fund</td>
<td>$130,050</td>
<td>Southeast</td>
<td>Cost Sharing</td>
<td>RTD provides Douglas County with support for demand-response transportation, call center operations, and vehicle acquisition for parts of the county within the district.</td>
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<tr>
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<td><strong>SE Subtotal</strong> $150,050</td>
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</tbody>
</table>
# Current Partnerships (cont’d)

<table>
<thead>
<tr>
<th>Partnership</th>
<th>Partner Role</th>
<th>2022 Cost to RTD</th>
<th>Subregion</th>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus Point Family Resource Center</td>
<td>Operate Fund</td>
<td>$48,113</td>
<td>Northeast</td>
<td>Cost Sharing</td>
<td>In 2004, RTD discontinued Route 47; as an alternative RTD entered into an agreement with FPFRC to provide a new community-based service.</td>
</tr>
<tr>
<td>Adams County – Various Non-profits</td>
<td>Operate Fund</td>
<td>$330,776</td>
<td>Northeast</td>
<td>Cost Sharing</td>
<td>Since 1993, RTD has funded private, non-profit agencies to assist with the provision of demand response services in non-urbanized areas within the district.</td>
</tr>
<tr>
<td><strong>NE Subtotal</strong></td>
<td></td>
<td><strong>$378,889</strong></td>
<td></td>
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<tr>
<td>Jefferson County – Various Non-profits</td>
<td>Operate Fund</td>
<td>$117,473</td>
<td>Southwest</td>
<td>Cost Sharing</td>
<td>Since 1991, RTD has funded private, non-profit agencies to assist with the provision of demand response services in non-urbanized areas within the district.</td>
</tr>
<tr>
<td>City of Englewood – Englewood Trolley</td>
<td>Operate Fund</td>
<td>$323,055</td>
<td>Southwest</td>
<td>Cost Sharing</td>
<td>The Trolley began as the Art Shuttle in 2004. It was funded through CMAQ until 2007 and is currently funded by RTD and Englewood.</td>
</tr>
<tr>
<td><strong>SW Subtotal</strong></td>
<td></td>
<td><strong>$440,528</strong></td>
<td></td>
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<tr>
<td>Smart Commute – Wagon Road FlexRide</td>
<td>Grant to initiate service</td>
<td>Not-to-exceed $280,259 including fuel</td>
<td>Northwest</td>
<td>Innovative Mobility Pilot</td>
<td>In 2019, Smart Commute was awarded a CMAQ grant for implementation of a new micro transit service in the northern area of the RTD district, which became the Wagon Road FlexRide. As a direct recipient of federal funds, RTD and Smart Commute entered into an agreement that assigned these funds to RTD for operation of the service and established Smart Commute as a subrecipient of the funds.</td>
</tr>
<tr>
<td>City and County of Broomfield – Broomfield FlexRide</td>
<td>Grant to initiate service</td>
<td>Included above with Wagon Road</td>
<td>Northwest</td>
<td>Innovative Mobility Pilot</td>
<td>In 2016, the City and County of Broomfield was awarded a CMAQ grant for RTD to provide an expanded Broomfield FlexRide service. In 2019, the City and County of Broomfield was awarded a new grant to continue the service and explore future expansion. RTD and the City and County entered into an agreement in July of 2021 to assign the new funds to RTD to allow for the additional service through 2024.</td>
</tr>
<tr>
<td><strong>NW Subtotal</strong></td>
<td></td>
<td><strong>$280,259</strong></td>
<td></td>
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<tr>
<td><strong>Overall Total</strong></td>
<td></td>
<td><strong>$5,231,578</strong></td>
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</tbody>
</table>
Current Partnerships - Subregional Service Councils
Subregional Service Councils (cont’d)

Partnerships by Subregional Service Council

- **Districtwide**: $2,500,000
- **Boulder**: $2,000,000
- **Southwest**: $1,500,000
- **Northeast**: $1,000,000
- **Northwest**: $500,000
- **Southeast**: $0

Districtwide and Boulder have the highest funding, followed by Southwest, Northeast, Northwest, and Southeast.
Transit Service Cost Sharing Policy

Board adopted June 1994
Guides new service requests staff response (see Section 13, RTD Service Standards)
Provides general guidance on:
  • Financial feasibility
  • Vehicle availability
  • Local and community support
  • Performance
Staff-Recommended 2022 Partnerships Policy

- Expands existing cost-sharing policy
- Guides partnership approach
- Improves partnership process transparency, standardization and efficacy
- Defines partnership annual budget
- Supports local travel needs
- Prioritizes limited financial and technical resources
- Provides stakeholder clarity
Program Goals That Reflect Policy

Advance Reimagine RTD guiding principles

Equity
Remove barriers to accessing transportation services that enable customers to have the freedom to get where they want to go.

Sustainability
Provide sustainable mobility options while continually seeking to reduce our environmental impact.

Mobility
Provide safe, reliable transportation service to improve the quality of life of residents, customers, and visitors.

Financial
Leverage our resources and maximize cost efficiencies, serving as good stewards of taxpayer dollars.

Partnerships
Pursue partnerships with both public and private organizations that help identify innovative opportunities to enhance mobility throughout our region.

Workforce
Foster a dynamic, diverse workforce that promotes engagement and innovation, recognizing team members as our greatest asset.
Program Goals (cont’d)

- Address regional and local travel needs
- Enhance regional mobility
- Increase regional transit funding
- Leverage funding from private entities, non-profits, and local governments to provide additional and improved transit service within the district
- Ensure partnership implementation/continuation decisions based on clear, measurable criteria
- Foster Strategic Plan priorities and success outcomes
- Prioritize equity populations
Program Framework

- Define a dedicated position partnership lead within Contracted Services
- Provide partnership lead support
  - Application evaluation by representatives from multiple departments
  - Ongoing management and annual evaluation
- Create a dedicated budget set-aside for partnership matching
- Leverage Subregional Service Councils
Subregional Service Council Allocation

Will not be a region-wide “competition”

Leveraging Subregional Service Councils (SSCs)

Options:

- Per capita allocation among five SSCs
- Ensure balanced distribution among SSCs
- Match level tied to Strategic Plan goal alignment
Subregional Service Councils
# Subregional Service Councils

<table>
<thead>
<tr>
<th>Service Council</th>
<th>Municipalities</th>
<th>Counties</th>
<th>TMAs</th>
<th>NGOs</th>
<th>Population</th>
<th>Boardings (Aug 2019)</th>
<th>Director Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southeast</td>
<td>Aurora, Centennial, Cherry Hills Village, Denver, Glendale, Greenwood Village, Lone Tree, Parker</td>
<td>Arapahoe, Denver, Douglas</td>
<td>Transportation Solutions, Denver South</td>
<td>TBD</td>
<td>957,742</td>
<td>84,661</td>
<td>A, C, D, E, F, G, H</td>
</tr>
<tr>
<td>Southwest</td>
<td>Denver, Englewood, Golden, Lakewood, Littleton</td>
<td>Arapahoe, Denver, Douglas, Jefferson</td>
<td>West Corridor TMA</td>
<td>TBD</td>
<td>635,653</td>
<td>58,773</td>
<td>C, D, H, M, N</td>
</tr>
<tr>
<td>Boulder</td>
<td>Boulder, Erie, Longmont, Lafayette, Louisville, Lyons, Nederland, Superior</td>
<td>Boulder</td>
<td>Smart Commute North, Commuting Solutions, Boulder Transportation Connections</td>
<td>TBD</td>
<td>330,983</td>
<td>27,448</td>
<td>I, O</td>
</tr>
</tbody>
</table>
Partnership Program Workflow

- SSF coordination
- Call for projects
- Applications due
- Application evaluation
- Call for projects review recommendations with GM/CEO
- Announce awardees
- Initiate implementation
- Technical support/review
- MOU development

- Finalize partnership agreements/MOUs
- Current partnership performance annual evaluation
- Report partnership performance
- Prepare for call for projects

Month 0
Month 1
Month 2
Month 3
Month 4-6
Month 7
Month 8-10
Month 11-12
Performance Metrics

- Include metrics and expectations regarding annual evaluation
- Should be flexible and varied
- Should follow established industry performance standards
- Must consider transit-dependent customers
- Align with Strategic Plan

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Category Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>High-frequency regionally focused local bus and rail routes that provide a guaranteed base level of mobility with a minimum 18-hour span of service, minimum 15-min peak and midday weekday frequency, service seven days a week</td>
</tr>
<tr>
<td>Connect</td>
<td>Regionally focused local bus and rail routes with a minimum 14-hour span of service (6AM to 8PM)</td>
</tr>
<tr>
<td>Commute</td>
<td>Regional bus routes with limited stop spacing focused on serving a unique travel market (e.g., downtown workforce, DEN workforce and travelers)</td>
</tr>
<tr>
<td>Community</td>
<td>Community-focused local routes with custom-built span of service, frequency, and days of service to meet local needs</td>
</tr>
</tbody>
</table>

Examples: Flatiron Flyer, 15, E, 30/31, 19, 92, SkyRide, P, LX, 16th St. Mall Ride, Longmont local routes, Boulder local routes, 402L, FlexRide services, MOD ridehailing partnerships

Travel Market Service Categories per System Optimization Plan Route Recommendations, Dec 2021
Partnership Continuation

- Annual evaluations guide partnership continuation
  - Occur every two to four years
  - Allow partnership evolution
  - Allow a year to gauge improvement
  - Use application process as screening mechanism
Discussion and Questions