



# Statewide Transit Plan

## Adopted August 20, 2020



COLORADO  
Department of Transportation

YOUR  
TRANSPORTATION  
PLAN

CONNECTION. CHANGE.  
COLORADO FOR ALL.



# State of Colorado

## Statewide Transit Plan

STATEWIDE TRANSIT PLAN



Public transit is an integral part of Colorado’s multimodal transportation system providing mobility to tens of thousands of residents and visitors throughout the State. Not only does transit connect residents, students, employees, and visitors to major activity centers for jobs, schools, shopping, medical care, and recreation, but it also promotes greater personal independence. Providing transit services contributes greatly to the economic, social, and environmental health of the State and offers many benefits to individuals and communities in both rural and urban areas from fostering economic development along routes and at station locations to improved public health and quality of life.

Every four to five years, Colorado Department of Transportation (CDOT), in coordination with urban and rural regional planning partners, updates the Statewide Transit Plan. The Statewide Transit Plan, an element of the State’s larger Statewide Transportation Plan, establishes the framework for creating an integrated statewide transit system that meets the mobility needs of Coloradans. CDOT’s Division of Transit and Rail (DTR) developed this plan in accordance with all CDOT and Federal Transit Administration (FTA) planning requirements. CDOT, in coordination with public, private, and non-profit transit and human services agencies across the State, will use this Plan to prioritize transit investments and work toward the long-term implementation of the State’s transit vision and goals.

STATEWIDE TRANSIT PLAN  
Statewide  
Transit  
Vision

*Transit is an integral part of a modally connected transportation network providing mobility choice for everyone who lives, works, visits, and recreates in Colorado.*



Photo Credit:  
All Points Transit

### Statewide Transit Goals



#### Mobility

*A modally integrated transit system that provides local, regional, and interregional connectivity and is affordable, efficient, and easy to use.*



#### Safety

*A resilient transit network that makes travelers feel safe and secure.*



#### Asset Management

*A high-quality transit system that is financially sustainable and operates in a state of good repair.*



# 1. Statewide Snapshot

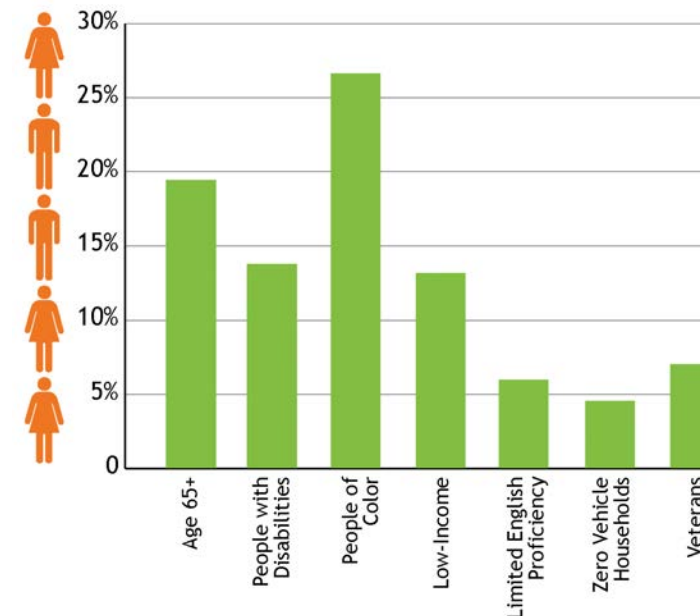
Transportation - whether walking, biking, taking transit, vanpooling, carpooling, or driving a vehicle - is a critical element of everyone's daily life and well-being. Providing access to safe and reliable transportation for all, regardless of who they are or where they come from, results in the creation of accessible and inclusive communities, healthier lifestyle choices, and improved economic prosperity.



When considering the State of Colorado's mobility future, reviewing and analyzing available data uncovers potential gaps and needs in the transportation network. Populations that often have a higher than average need for transit and/or have limited access to transportation services and facilities include:

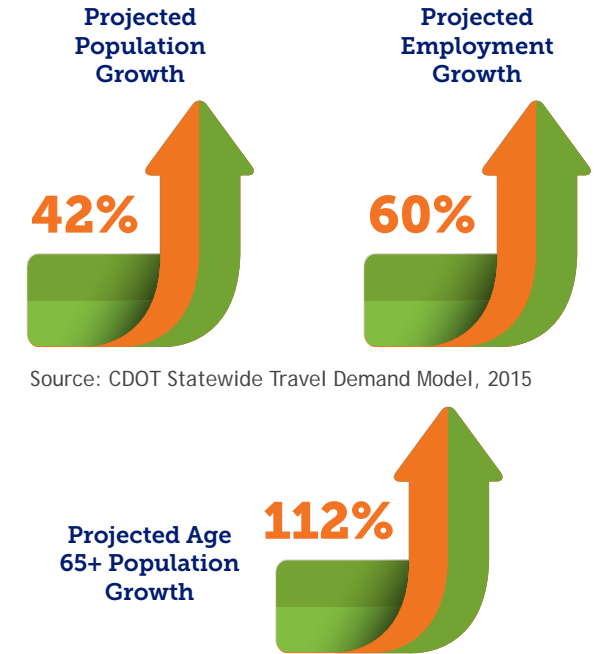
- Older adults
- People with disabilities
- People of color
- Low-income residents
- People with Limited English Proficiency
- Households without a car
- Veterans
- Youth
- Tourists and business visitors

## Statewide Historically Underrepresented Populations



Source: US Census Bureau American Community Survey, 2013-2017 5-Year Estimates

## Statewide Population & Employment Growth through (2015 - 2045)



Source: CDOT Statewide Travel Demand Model, 2015

Source: Colorado Department of Local Affairs, 2015

## Creating an Equitable Transportation Network

Colorado's statewide transit planning efforts consider the needs of all people - not only from an equality perspective, but also through the lens of equity. An equitable transportation network recognizes all people should have convenient and affordable access to jobs, medical services, education, grocery shopping, and social/recreational activities. Equitable access to resources regardless of socioeconomic status, age, and ability positively influences personal health and quality of life.



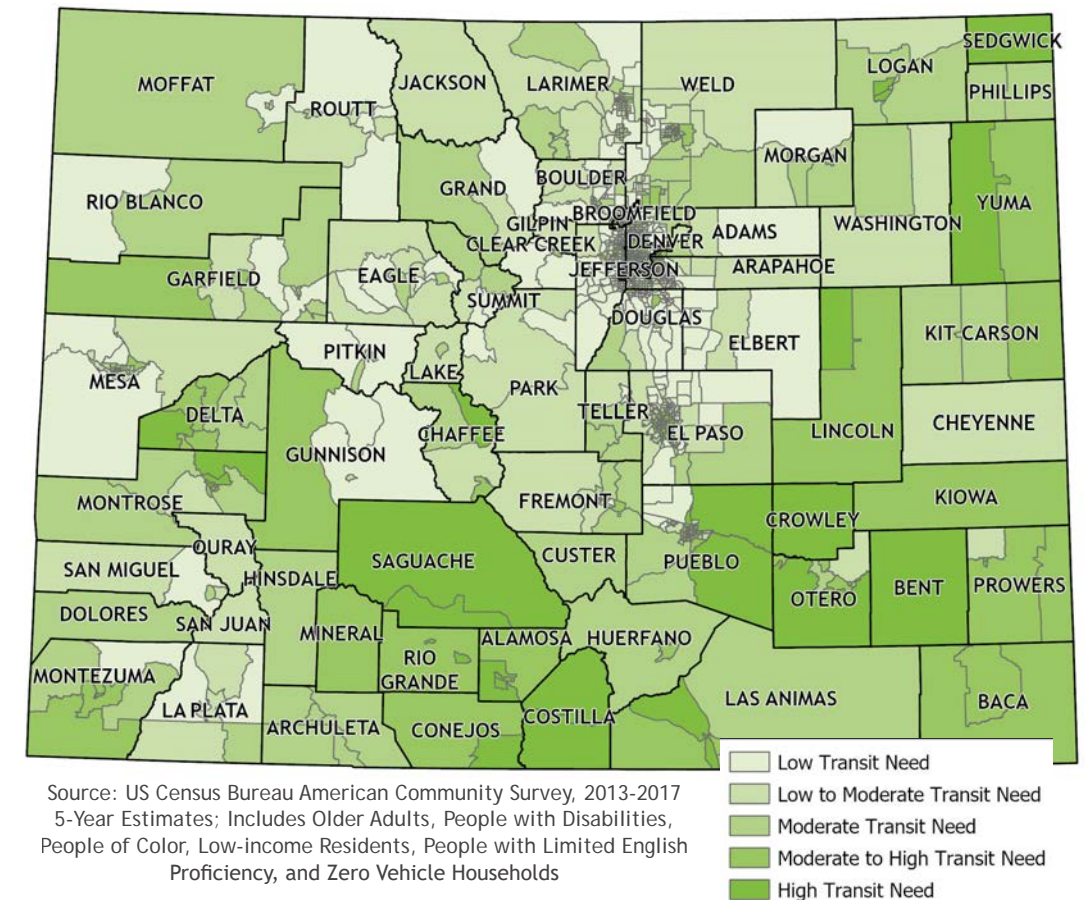
## Foundational Elements of the Statewide Transit Plan

CDOT developed this Plan concurrently with the Statewide Transportation Plan to ensure that the State is positioned to think comprehensively about the transportation network, create unified visions and goals, and maximize return on investment across all modes. DTR is committed to maximizing this effort by ensuring that the Statewide Transit Plan is rooted in planning and policy principles that result in improved health and prosperity for those who live in, work in, and visit Colorado.



## Identified Transit Needs

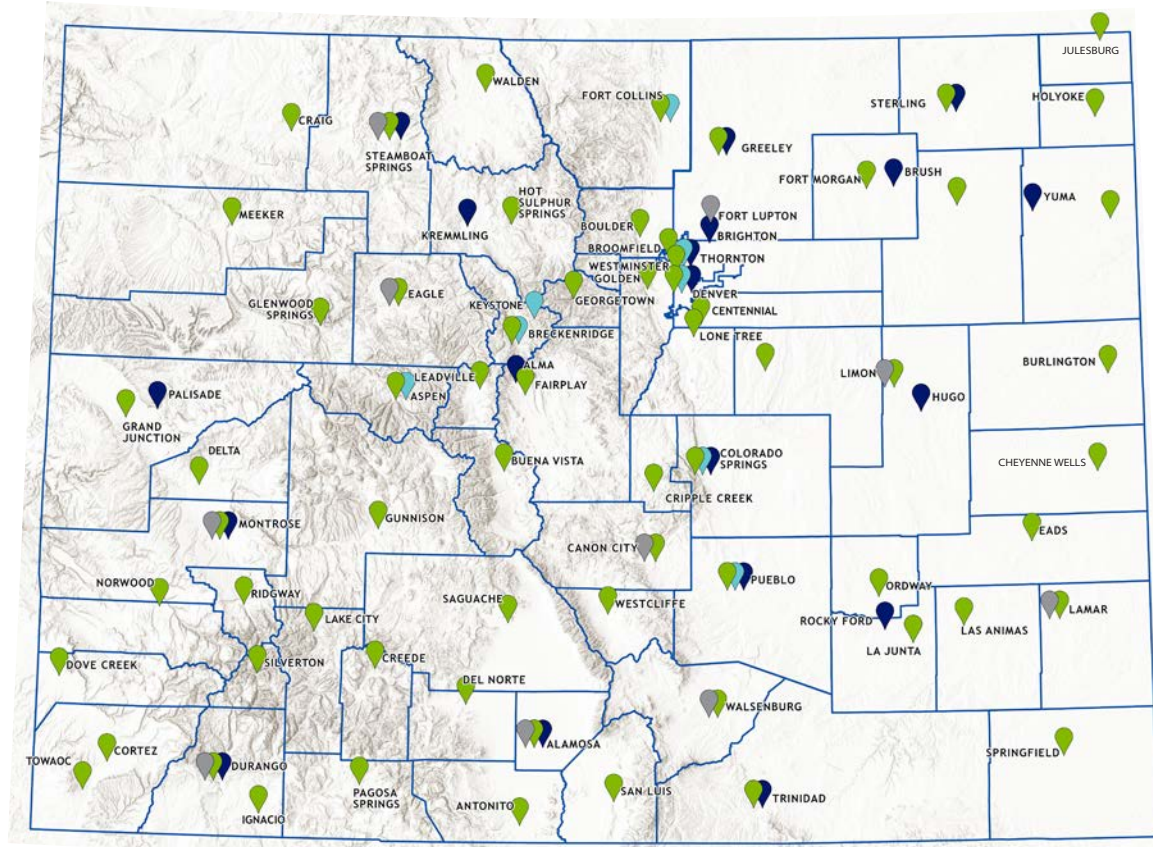
Data about underrepresented populations paints a picture about what areas of the State are most likely to have a higher than average need for transit. The Statewide Transit Needs map shows the combined index of people age 65+, people with disabilities, people of color, low-income populations, those with limited English proficiency, and those without access to vehicles. The results highlight the census tracts with the highest propensity of underrepresented populations in Colorado. Both urbanized and rural areas demonstrate moderate to high transit need, illustrating the potential value of expanding transit throughout the State.





## 2. What We Heard

CDOT conducted a comprehensive stakeholder and public engagement effort to gather input from elected officials, stakeholders, and community members about transportation needs - including transit and human services transportation - across the State through one-on-one meetings, online surveys, participation in community events, and small group meetings.



- Local Elected Official and Community Leader Meetings  
Some county meetings were combined.
- TPR Meetings
- Stakeholder Meeting
- Community Event

**81** Local Elected Official and Community Leader Meetings; Including 64 County Meetings and 2 Tribal Meetings  
Averaged 2-3 hours each with local leaders to identify local transportation needs and ideas

**36** Community Events  
Set up booths and partnered with local planning organizations at community events to engage with attendees

**15** Stakeholder Meetings  
Held meetings to receive input from key stakeholder groups, including the military community, freight groups, business groups, and bicyclists

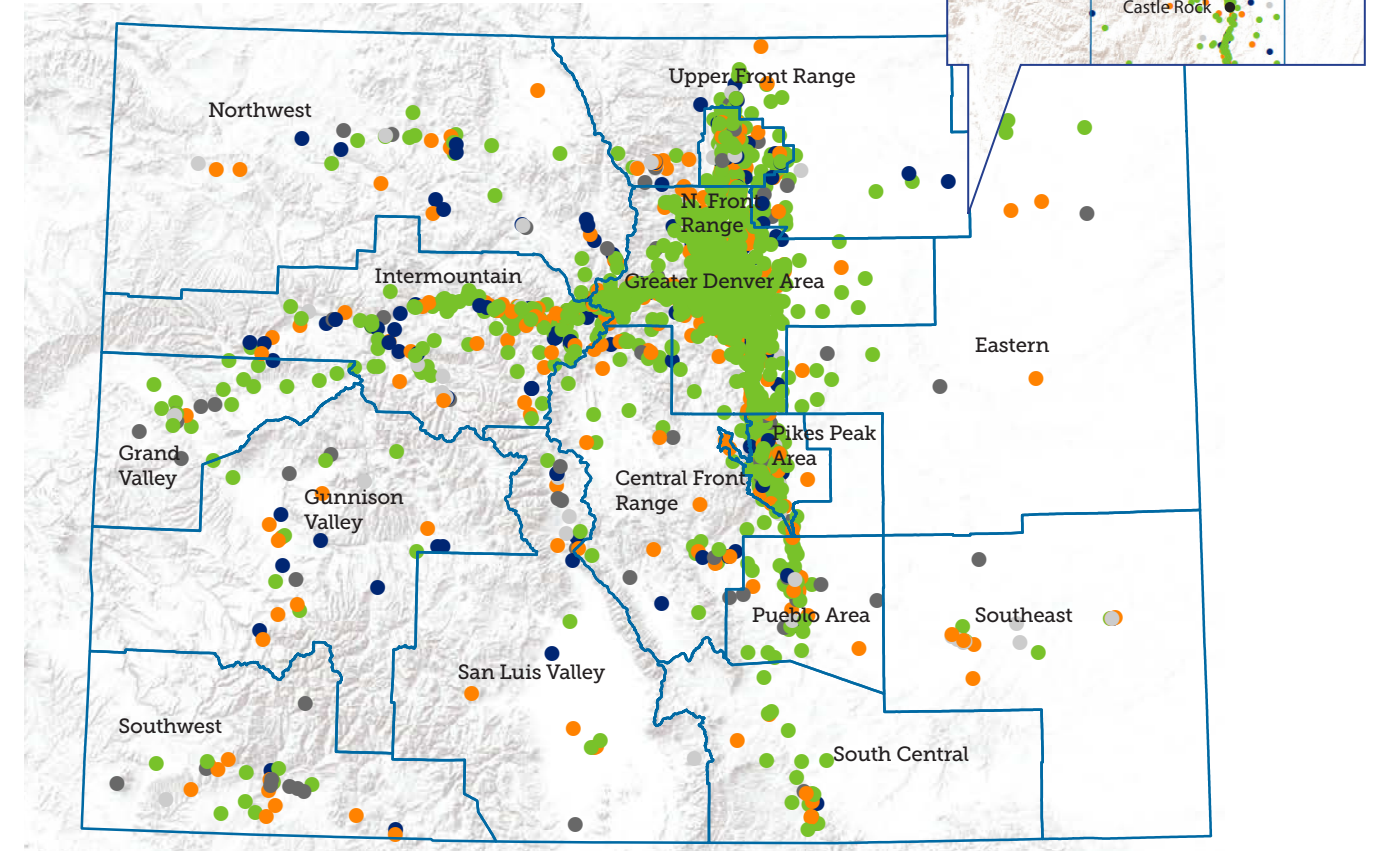
**10** Transportation Planning Region (TPR) Meetings  
Gathered input from Colorado's 10 rural TPRs throughout numerous meetings to inform the development of the Regional Transportation Plans

**6** Telephone Town Halls  
Hosted regional telephone town halls, an over-the-phone event where thousands of Coloradans asked transportation questions and participated in live polling

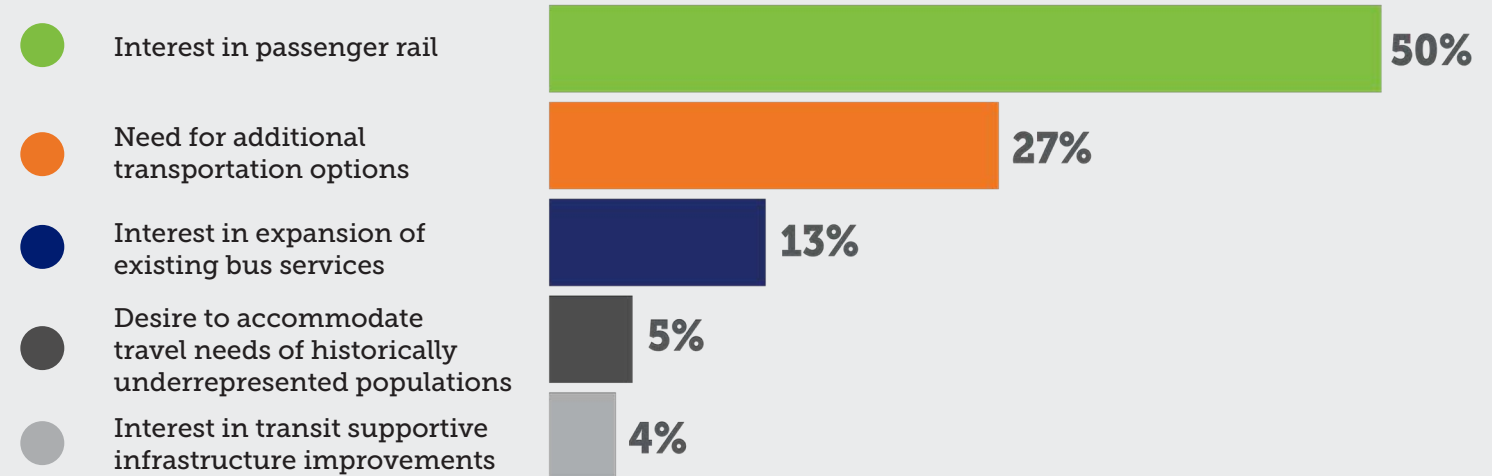
**5** Metropolitan Planning Organization (MPO) Input  
Gathered input from Colorado's 5 MPOs through numerous meetings

## Online Transit Map Comments

As a part of CDOT's most expansive public outreach effort in history, the public was asked to provide input via an online map marker commenting tool. The comments were analyzed, and out of the 17,000+ total transportation comments, over 3,500 were related to transit. The location and themes of the online map comments are provided below.



## Transit Themes of Online Map Comments



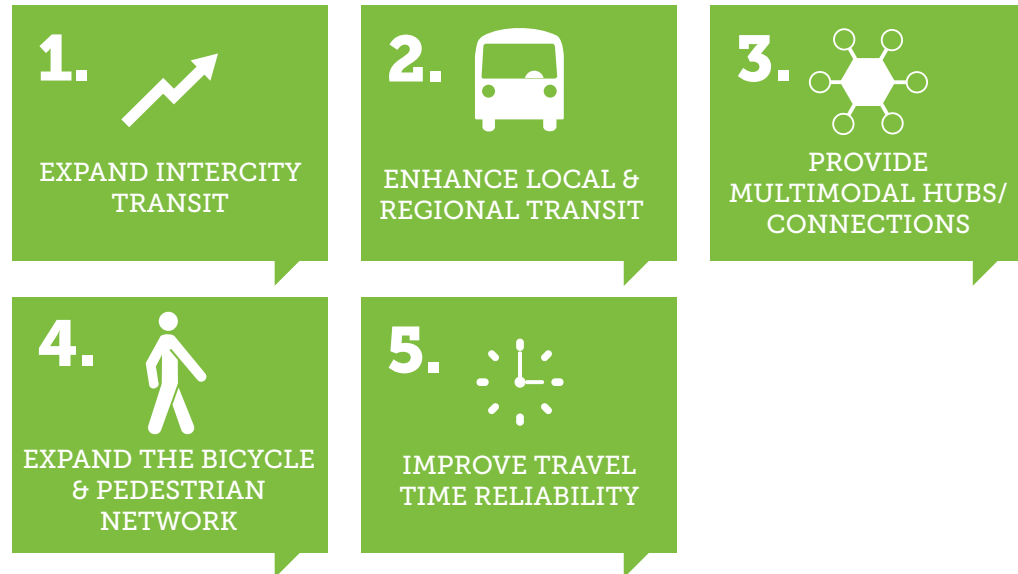
Source: 2019 Your Transportation Plan Public Input



## Ranking of Potential Travel Option Improvements

Your *Transportation Plan* online survey respondents were asked to identify how much they value five potential multimodal transportation strategies that could help improve travel options across the State.

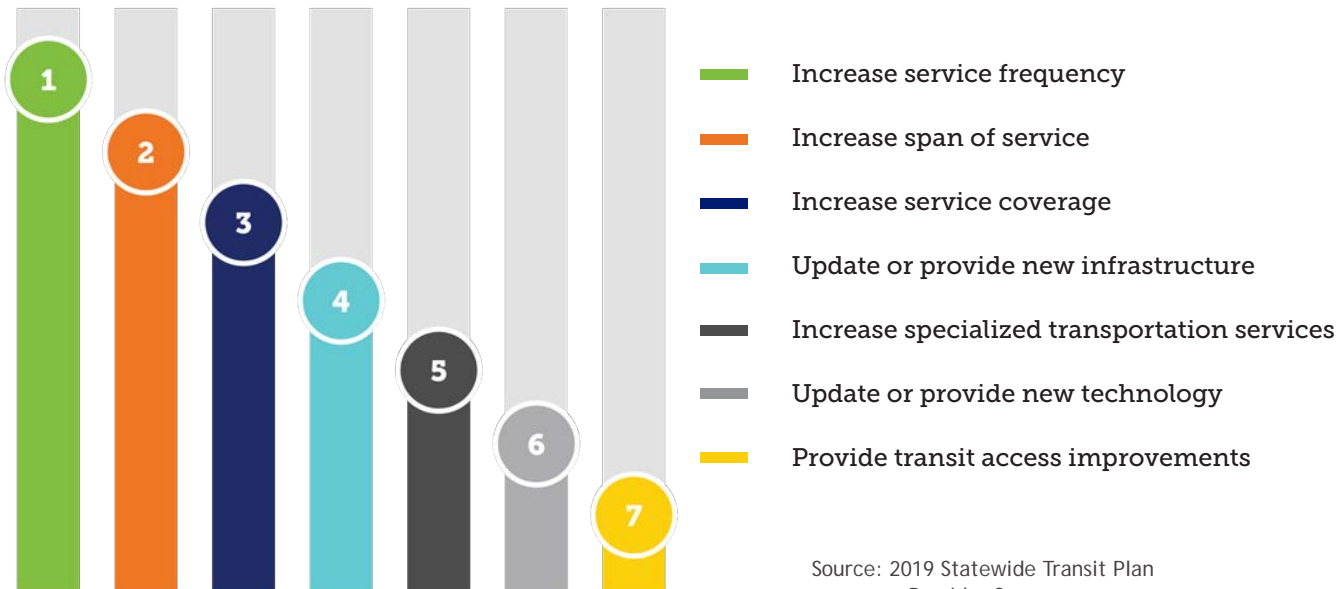
Preferred Travel Option Improvement Strategies:



Source: 2019 Your Transportation Plan MetroQuest Online Survey

## Transit Provider Desired Transit Improvements

In fall 2019, a Statewide Transit Provider Survey was distributed to transit and human services agencies in the rural TPRs across Colorado. One of the survey questions asked providers what improvements are most needed in their Region. The chart below provides an aggregated summary of desired improvements at the Statewide level.



Source: 2019 Statewide Transit Plan Provider Survey



Flatiron Flyer  
Photo Credit: RTD Flickr

### 3. 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities

In 2014, CDOT conducted its first ever statistically valid statewide survey of older adults and adults with disabilities to learn about specific travel behavior and transportation needs of these populations and their preferences and priorities. The survey was conducted again in 2019 to understand changes and trends of these populations over time. Over 7,000 households with older adults and/or adults with disabilities across Colorado received a survey. Over 1,800 surveys were completed resulting in a response rate of approximately 30 percent.

#### 2019 Highlights of Survey Findings



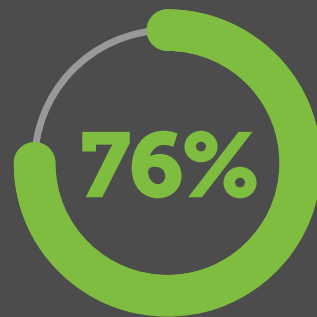
**3 in 10**

Older adults and adults with disabilities depend on family, friends, aides, or volunteers for transportation for some of their trips.



**2 in 10**

Respondents in 2019 reported using a ridesharing service like Lyft or Uber paying full fare at least once in a typical month.



Seventy-six percent of survey participants said they never had trouble finding transportation for trips they wanted or needed to make.



Respondents most often had difficulty finding transportation for medical appointments and shopping/pharmacy trips.



Those using public transportation, walking, or bicycling at least once a month rose by approximately 10 percent per mode from 2014 to 2019.



About one-third of respondents who drove themselves said they would be very likely or somewhat likely to use public transportation or demand-response transportation services in their community instead of driving.

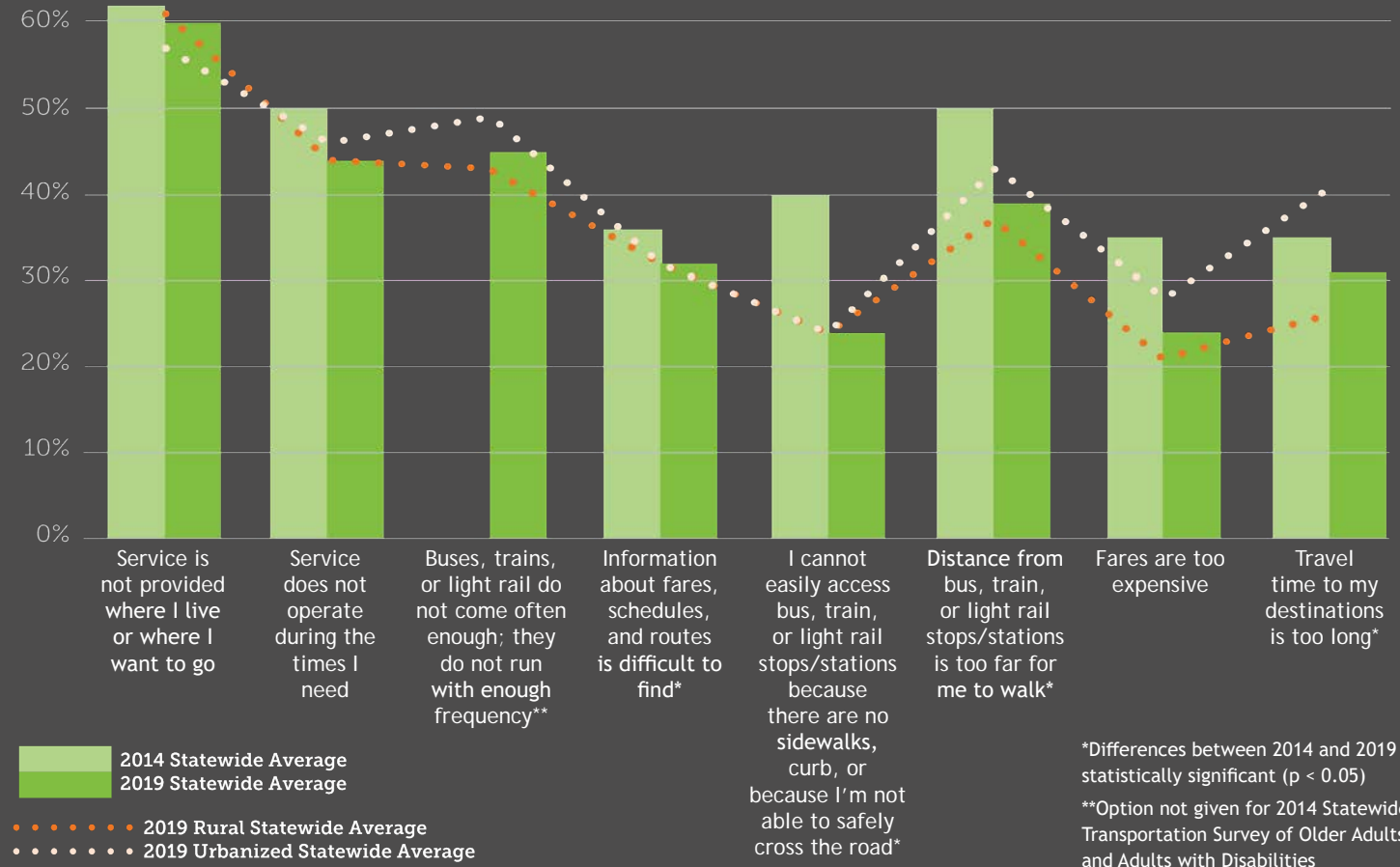
Overall, the most frequently cited barriers to using public transit and demand-response transportation were a lack of service and the desire to use the service during hours it was not available.

Top 3 Issues

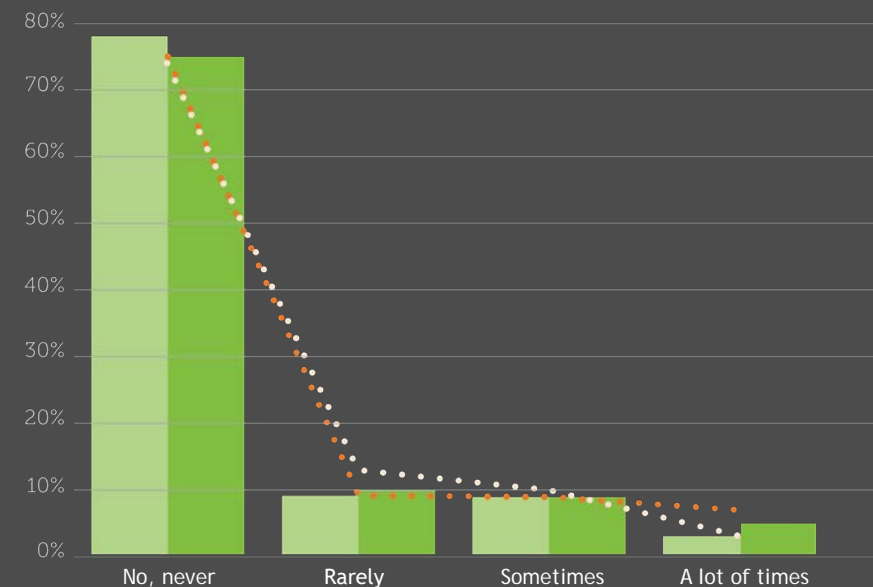
1. Provide lower fares for older adults and riders with disabilities
2. Support veterans' transportation issues
3. Support the development of easily accessible and understandable transportation information and referral services

### Barriers to Using Public Transportation Services

Survey respondents were asked to identify barriers to using fixed route public transportation. Nearly 4 in 10 respondents felt that the lack of service where they lived or where they wanted to go was a "major problem" and 6 in 10 felt this was a major or minor problem. Nearly half of respondents considered it a major or minor problem that transit services do not operate during the times they need, or that service does not operate with enough frequency. However, transit service feedback does show improvement between 2014 and 5 years later in 2019.



### Do you ever have trouble finding transportation for trips you want or need to make?



Just over 75 percent of those completing the survey said they never had trouble finding transportation for trips they wanted or needed to make, which is similar to what was observed in 2014.

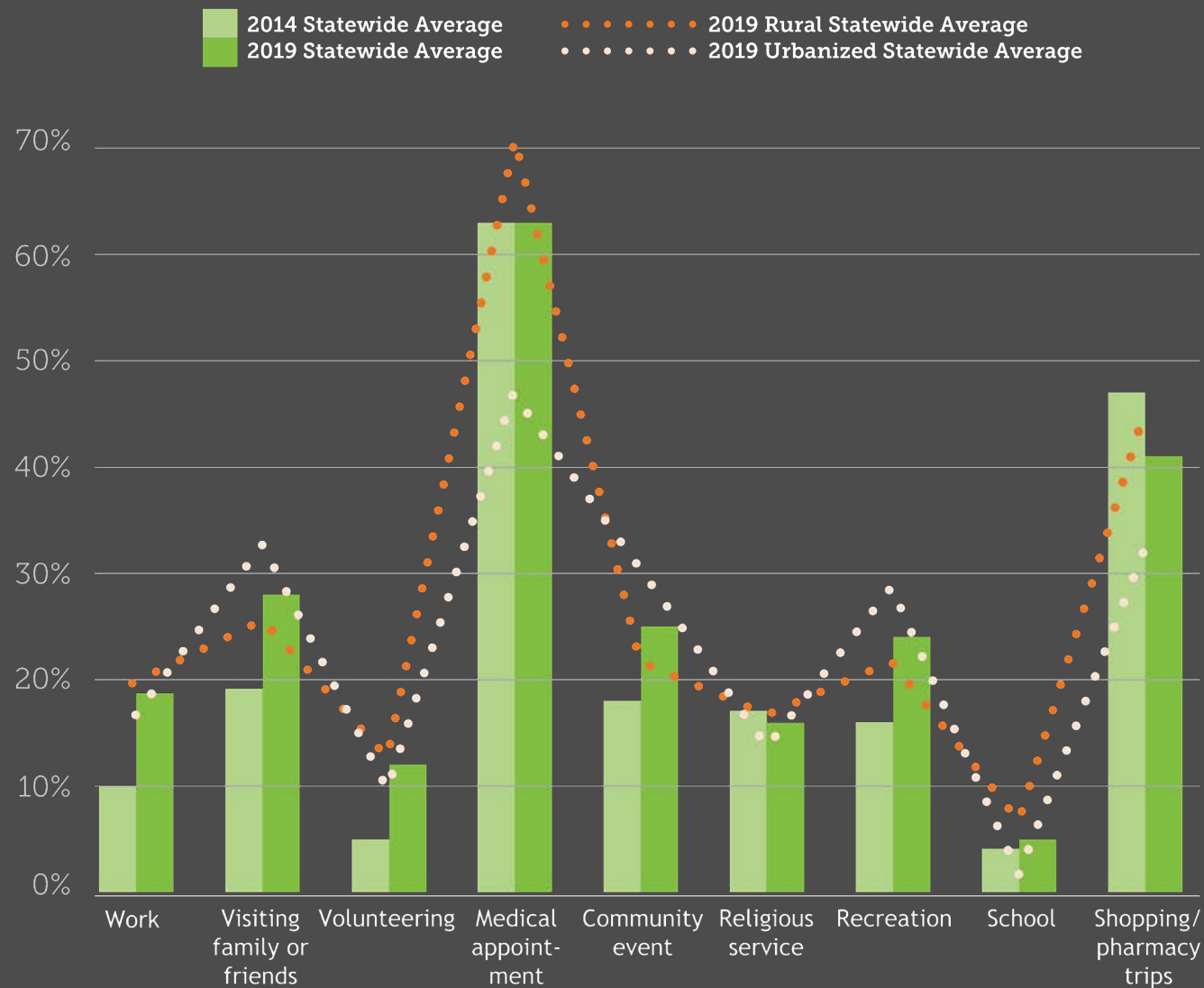
Source: 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities





## For what types of trips do you need transportation but have trouble finding transportation?

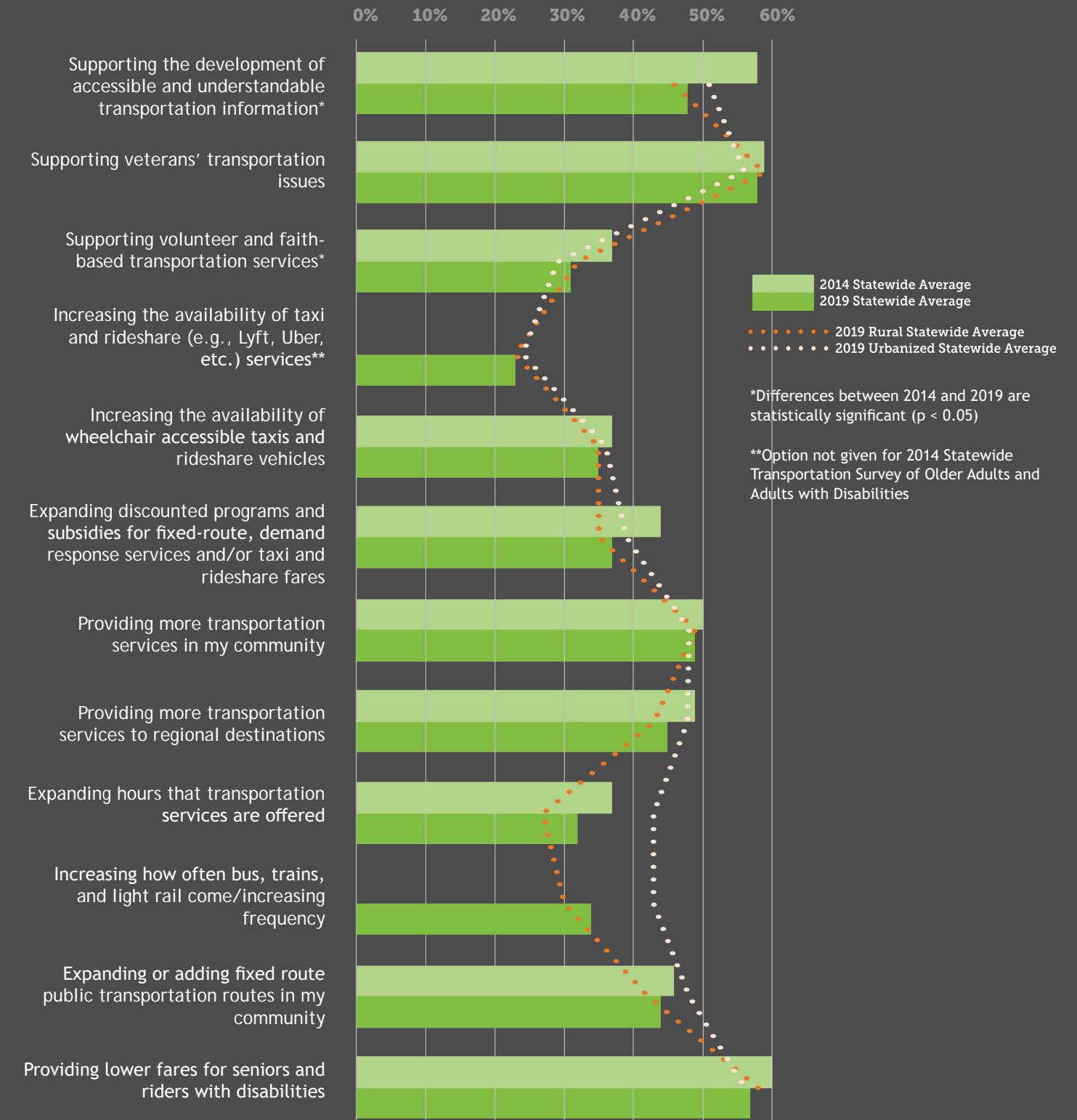
Among those who had trouble finding transportation, 63 percent said medical appointments were a trip with which they had trouble, while 41 percent had trouble finding transportation for shopping/pharmacy trips. Medical appointments and shopping/pharmacy trips were also the most common types of trips for which respondents in 2014 had difficulty finding transportation. Overall, respondents reported having more difficulty finding transportation for almost all trip types since 2014. However, when responses are divided by rural and urban averages, notable trends emerge. More urban survey respondents had trouble finding transportation for visiting family or friends and recreational trips than rural survey respondents. Rural survey respondents indicated medical appointments and shopping/pharmacy trips were the most difficult trip types by much larger margins than urban survey respondents.



Source: 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities

## Relative Importance of Transportation Related Issues

The relative order of the importance of items remained about the same in urban and rural TPRs in 2019 compared to 2014, but in rural TPRs, fewer respondents considered the development of easily accessible and understandable transportation information and referral services or providing more transportation services to regional destinations as very important, perhaps indicating improvement in these services in the past 5 years.

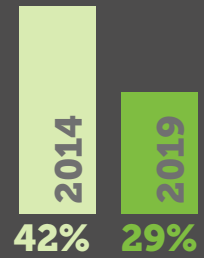


Source: 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities

## Key Takeways from the 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities

The 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities had several key takeways that provide an update on the state of transit in Colorado. Information regarding what has improved, what needs more work, urban and rural comparisons, and TPR comparisons is provided below.

### What has improved?

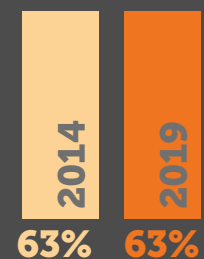


The number of survey respondents who had trouble finding transportation for a trip they needed to make in the past month decreased by 13 percent, compared to 2014.



When survey respondents were asked to identify barriers to using fixed-route public transportation, every barrier was ranked lower than in 2014.

### What needs more work?



Medical appointments and shopping/pharmacy trips have remained the most difficult trip type to make, showing no changes since 2014.



**60%** of respondents in rural TPRs considered supporting veterans' issues a top priority.

**53%** of respondents in urbanized areas considered the development of easily accessible and understandable transportation information a top priority.

Respondents in the following regions experienced improvement in never having trouble getting to a needed destination:

- CENTRAL FRONT RANGE TPR
- GREATER DENVER AREA
- GUNNISON VALLEY TPR
- INTERMOUNTAIN TPR
- NORTH FRONT RANGE
- PUEBLO AREA
- SAN LUIS VALLEY TPR
- SOUTH CENTRAL TPR
- SOUTHEAST TPR
- SOUTHWEST TPR
- UPPER FRONT RANGE TPR

**EASTERN TPR, GRAND VALLEY, NORTHWEST TPR, PIKES PEAK AREA, AND SOUTHEAST TPR** showed an increase in the number of respondents who said they have difficulty finding transportation for a lot of trips they want or need to make since 2014.

### Urban and Rural Differences

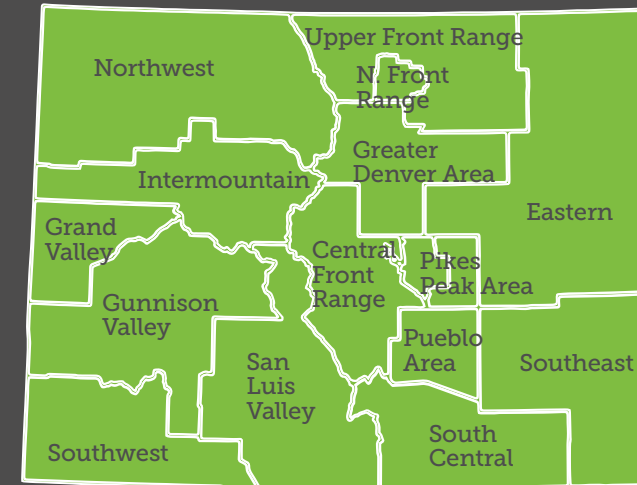


Rural TPR residents said they would be likely to use public transportation or demand-response transportation



Urbanized area residents said they would be likely to use public transportation or demand-response transportation

## 2019 TPR Comparisons



On average over 80 percent of respondents in the **CENTRAL FRONT RANGE TPR AND NORTHWEST TPR** said they do not rely on family, friends, aides, or volunteers for any transportation needs. Whereas, in all other TPRs, 66 percent of respondents say they do not rely on others for transportation

**SOUTH CENTRAL AND SOUTHWEST TPRs** indicated the highest probability of using fixed route-public transportation or demand response services instead of driving if these options were offered in their communities at 27 and 12 percent

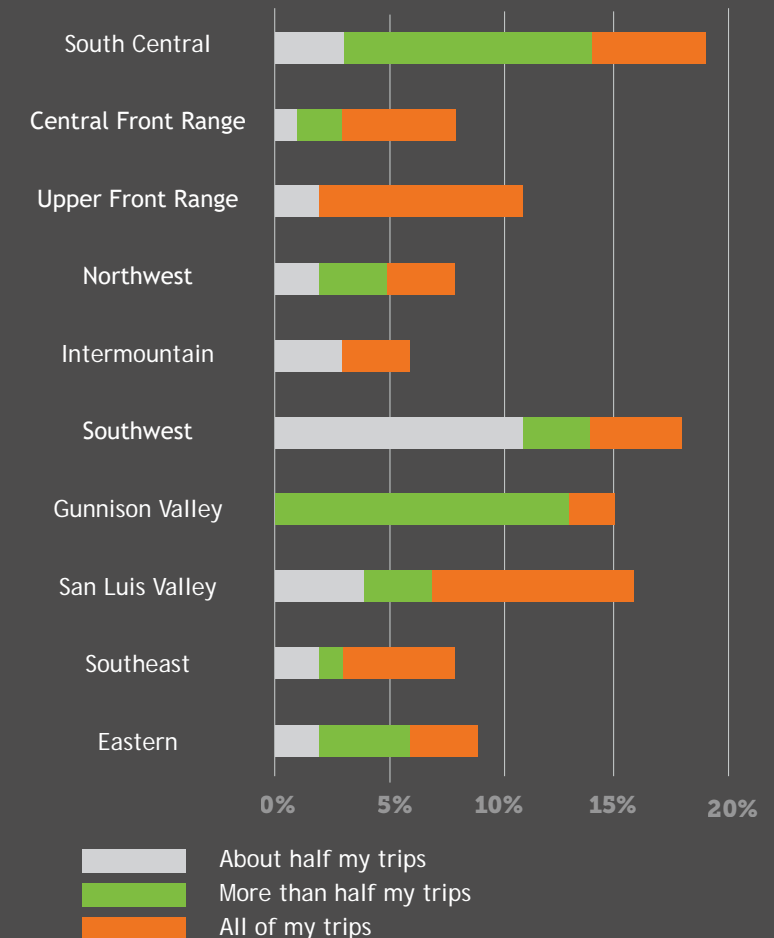
Conversely, TPRs that indicated they would not utilize fixed-route public transportation or demand response services at the highest rate are the **CENTRAL FRONT RANGE AND SOUTHEAST TPR** at 88 and 87 percent.

The TPRs that indicated they have the highest percentage of difficulty finding transportation for medical appointments were the **EASTERN TPR, SOUTHEAST TPR, NORTHWEST TPR, AND CENTRAL FRONT RANGE TPR.**

### How frequently do you depend on others for transportation?

The survey results showed respondents in every TPR depend on others for transportation. However, when totaling the number of people who depend on someone for transportation for about half or more of their trips, the TPRs split into two groups.

The **SOUTH CENTRAL TPR, SOUTHWEST TPR, SAN LUIS VALLEY TPR, AND GUNNISON VALLEY TPR** on average had 17 percent of survey respondents say they depend on others for transportation for more than half of their trips. These four TPRs also all border one another. Importantly, the transit project lists in the aforementioned TPRs all include some type of transit service expansion to help address this need. Expansion of existing or new services include regional, demand response, and/or human services transit.





## 4. Statewide Transit Existing Conditions

Colorado is home to a variety of transit options operated by public, private, and non-profit agencies. Transit service across the State includes bus service (local, regional, interregional, intercity, bus rapid transit, trolley bus), vanpools, passenger rail service (light rail, commuter rail, and intercity rail), private shuttles, taxis, ridehailing services, and human services transportation. Transit provider information was collected from a variety of sources, including the National Transit Database (NTD), online surveys completed by transit and human services providers in October 2019, previous plans and studies, DTR, provider websites, and conversations with transit agencies and local mobility managers. While extensive efforts were made to collect information about all providers, the information may not be comprehensive.

### OVERVIEW OF TRANSIT IN COLORADO

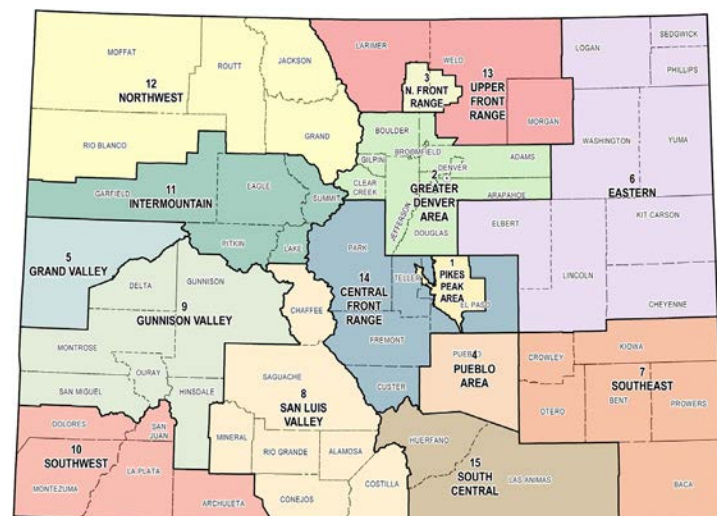


### Rural and Urban Transportation Planning Regions

CDOT is responsible for supporting the 10 rural regions with development of their Coordinated Public Transit and Human Services Transportation Plans. Metropolitan Planning Organizations (MPOs), which include Grand Valley, Greater Denver Area, North Front Range, Pikes Peak Area, and Pueblo Area, develop their own Coordinated Public Transit and Human Services Transportation Plans in the five urbanized areas in the State. Both the rural and urban area plans are integrated into the Statewide Transit Plan.

### 15 Colorado Transportation Planning Regions

- 5** Metropolitan Planning Organizations (urbanized areas with populations greater than 50,000)
- 10** Rural Transportation Planning Regions



## Statewide Inventory of Transit Providers

Transportation providers in the State were inventoried and organized into three categories, based on funding mechanisms and clientele served: public transit providers, human services transportation providers, and private for-profit transportation providers.

### DEFINITIONS

#### Public Transit Providers

Public transit is defined as services funded (at least in part) by public agencies that are open to all members of the general public. Public transit is divided into the following categories:

**Local Transit:** Open to the general public and operates primarily within a city, town, or community (e.g., Ride Glenwood Springs)

**Intercity Bus:** Intercity bus service refers to service that is available to the general public and connects to the national transit network (e.g., Greyhound, Los Pisanos)

**Interregional Bus:** Interregional service provides bus trips between TPRs connecting cities, towns, and counties across Colorado (e.g., Bustang)

**Regional Bus:** Regional bus service is defined as a bus that travels between cities or counties but stays within one TPR (e.g., Regional Transportation District)

**Passenger Rail:** Passenger rail includes light rail, commuter rail, Amtrak routes, and tourist attraction rail lines (e.g., Royal Gorge Route Railroad)

#### Human Services Transportation Providers

Human services transportation providers offer transportation services for qualifying populations such as: people over 65, people with disabilities, veterans, etc.

#### Private for-Profit Transportation Providers

Private for-profit transportation services are available to the general public and are operated by private for-profit companies.

RTD Commuter Rail  
Photo Credit: CDOT Flickr





## Existing Intercity, Interregional, and Regional Transit

### Intercity Bus Services (Privately Operated)

**Burlington Trailways (1 Route):**

Colorado Stops: Denver, Sterling

**El Paso – Los Angeles Limousine Express, Inc. (1 Route):**

Colorado Stops: Greeley, Denver, Colorado Springs, Pueblo

**Express Arrow (2 Routes):**

Colorado Stops: Denver, Greeley, Sterling

**Greyhound Lines (7 routes)\*:**

Colorado Stops: Denver, Idaho Springs, Frisco, Vail, Glenwood Springs, Grand Junction, Fort Collins, Winter Park, Granby, Hot Sulphur Springs, Kremmling, Steamboat Springs, Milner, Hayden, Craig, Dinosaur, Colorado Springs, Pueblo, Rocky Ford, Lamar, Springfield, Walsenburg, Trinidad

**Los Paisanos Autobuses, Inc. (1 Route):**

Colorado Stops: Greeley, Longmont, Denver, Colorado Springs, Fountain, Pueblo, Walsenburg, Trinidad

\* CDOT currently funds the Colorado portion of Greyhound's Denver – Salt Lake City route through the Federal Transit Administration's 5311(f) grant funding.



Bustang Bus  
Photo Credit: CDOT

## Interregional Bus Services

Interregional bus service provides transportation between TPRs, connecting cities, towns, and counties across Colorado.

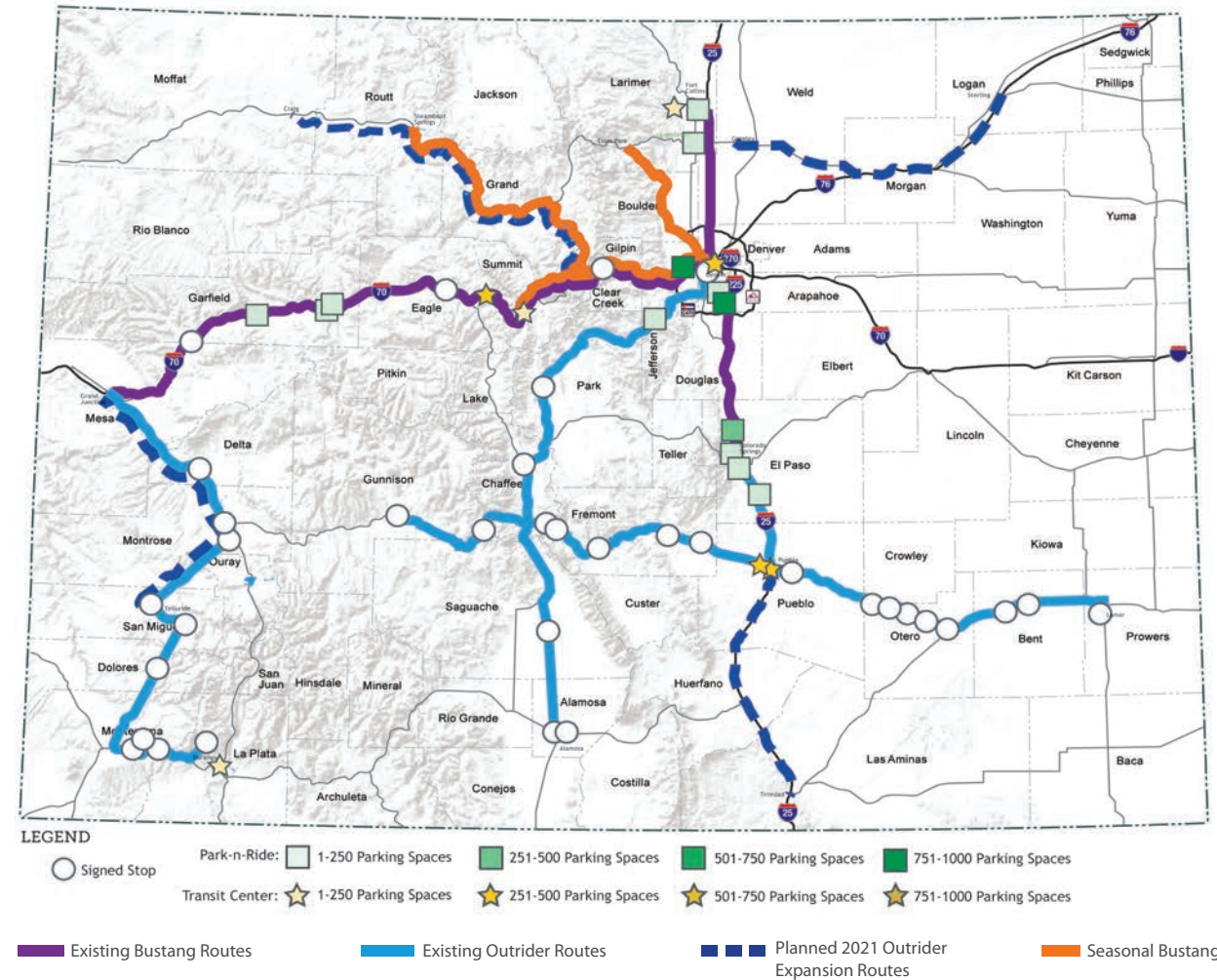
### Bustang

Bustang, which began operating in 2015, is CDOT's interregional express bus service that connects urbanized areas across the State. Funded and managed by CDOT, Bustang is operated through a contract with a private transportation provider - Ace Express. Bustang currently provides express service along four lines: the North Line (Denver to Fort Collins), West Line (Denver to Grand Junction), South Line (Denver to Colorado Springs), and Colorado Springs to Denver Tech Center Line. Bustang also operates four specialty bus services. RamsRoute provides service from Fort Collins to Denver. Bustang to Broncos offers service between Fort Collins/Loveland to Denver and Colorado Springs/Monument to Denver. Snowstang operates seasonally to Loveland, Arapahoe Basin, and Steamboat Springs resorts. Bustang also provides seasonal service to Estes Park, with one stop at the US 36 and Sheridan Station.

### Bustang Outrider

In 2018, CDOT initiated an interregional lifeline transit service, Bustang Outrider, to serve rural Colorado. Four Bustang Outrider routes are in operation today connecting residents to major activity centers providing access to goods and services. Bustang Outrider is poised to add four new routes in 2021 with a phased expansion of additional priority routes as funding becomes available.

## Bustang and Bustang Outrider Routes and Stops



### Bustang and Bustang Outrider Operators

**Bustang**

**Route (Operated By)**

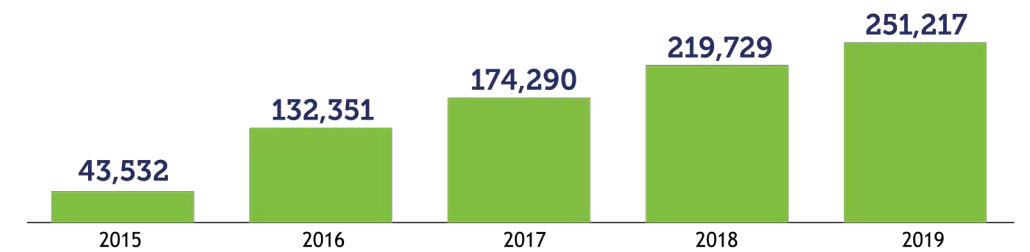
- Fort Collins - Denver (Ace Express)
- Grand Junction - Denver (Ace Express)
- Colorado Springs - Denver (Ace Express)
- Colorado Springs - Denver Tech Center (Ace Express)

**Bustang Outrider**

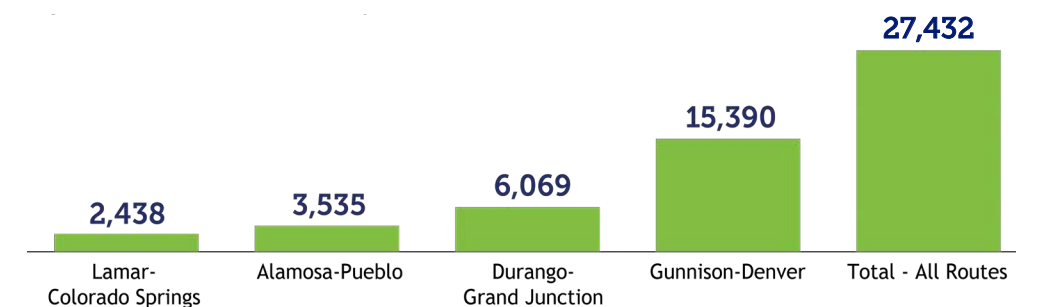
**Route (Operated By)**

- Lamar - Colorado Springs (Senior Resource Development Agency)
- Alamosa - Pueblo (Senior Resource Development Agency)
- Gunnison - Denver (Alpine Express)
- Durango - Grand Junction (Southern Colorado Community Action Agency)

### Bustang Ridership (All Routes)



### Bustang Outrider Ridership by Route (2019)



Source: Division of Transit and Rail, CDOT



## Other Interregional Bus Service Providers

In addition to Bustang Outrider, several other transit providers offer interregional service that connects TPRs throughout the State.

Planning Region	Provider	Route
North Front Range	FLEX (Transfort)	Fort Collins - Boulder
	Berthoud Area Transportation Services	Berthoud - Longmont
Eastern	The Outback Express (East Central Council of Local Governments)	Cheyenne County - Lamar / Colorado Springs
		Kit Carson County - Lamar / Colorado Springs
	Elbert County - Parker / Denver / Colorado Springs	
Gunnison Valley	County Express - Northeast Colorado Association of Local Governments (NECALG)*	Logan County / Phillips County / Sedgwick County / Washington County / Yuma County - Denver / Fort Collins / Greeley
	San Miguel Authority for Regional Transportation (SMART)	Telluride - Rico
Southwest	Dolores County Senior Services	Mountain Village - Cortez
		Dove Creek - Monticello, UT / Moab, UT / Farmington, NM
Intermountain	Summit Stage (Park County Commuter)	Breckenridge - Fairplay
Upper Front Range	County Express - Northeast Colorado Association of Local Governments (NECALG)*	Morgan County - Denver / Fort Collins / Greeley
Central Front Range	Envida	Calhan - Colorado Springs Rush - Colorado Springs
South Central	SCCOG Transit - South Central Council of Governments (SCCOG)	Trinidad - Pueblo Trinidad - Raton, NM

\*NECALG is part of both the Eastern and Upper Front Range TPRs.  
Source: CDOT Statewide Transit Asset Inventory, July 2019

## Regional Bus Service Providers

Regional bus service is defined as an express-type service, including Bus Rapid Transit, that travels between cities or counties but stays in one TPR.

Source: CDOT Statewide Transit Asset Inventory, July 2019

TPR	Provider
Pikes Peak Area	Mountain Metropolitan Transit (Mountain Metro)
Greater Denver Area	Regional Transportation District (RTD)
North Front Range	Poudre Express - Greeley Evans Transit (GET)
	Berthoud Area Transportation Service (BATS)
Grand Valley	Grand Valley Transit (GVT)
Southeast	Kiowa County Transit Bent County Transit
San Luis Valley	Neighbor to Neighbor Volunteers
Gunnison Valley	All Points Transit
	Mountain Express Gunnison Valley RTA
Southwest	Road Runner Transit (SoCoCAA)
	MoCo Public Transportation
Intermountain	Roaring Fork Transportation Authority (RFTA)
	Summit Stage ECO Transit - Eagle County
Northwest	The Lift - Town of Winter Park
	Steamboat Springs Transit (SST)
Central Front Range	Upper Arkansas Area Council of Governments (UAACOG)
	Fremont County Transit/Golden Age Shuttle Wet Mountain Valley Community Services

### Local Transit Providers

There are more than 50 local transit providers across Colorado that offer service within a city, town, or community. Many of these providers also offer regional and/or interregional service. Details about local transit providers across the State can be found in the TPR Coordinated Public Transit & Human Services Transportation Plans and MPO transportation planning documents.

## Existing Passenger Rail Service

Rail service in Colorado includes intercity passenger rail, light-rail, and commuter rail. Amtrak is the only intercity passenger rail service provider in Colorado and operates three passenger rail lines. Denver's RTD rail system continues to record positive ridership numbers and rail line expansion is planned for this year.

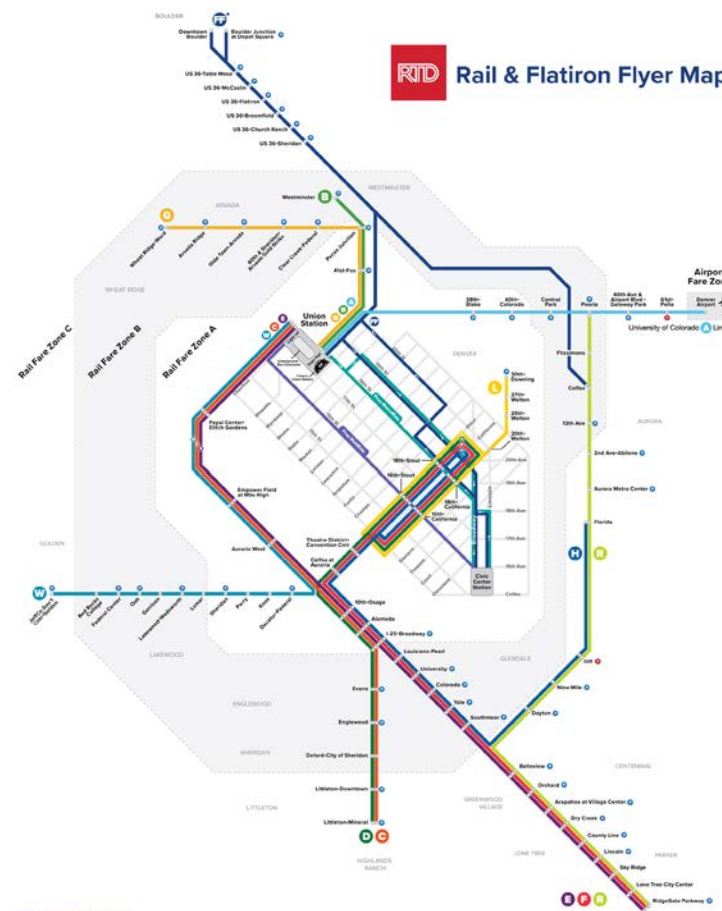
### Amtrak (Intercity Passenger Rail)

Amtrak, the National Railroad Passenger Corporation, is the sole provider of intercity passenger rail service in Colorado. Amtrak operates three passenger train lines in Colorado:

- The California Zephyr is a daily train operating between Chicago, Illinois, and San Francisco, California. Stops in Colorado include Fort Morgan, Denver, Fraser, Granby, Glenwood Springs, and Grand Junction.
- The Southwest Chief is a daily train operating between Chicago, Illinois, and Los Angeles, California. Stops in Colorado include Lamar, La Junta, and Trinidad. Future expansion of this line could potentially connect to Colorado Springs and Pueblo.
- The Winter Park Express is a seasonal train between Denver and Winter Park Ski Resort.

### Denver RTD Rail System

Denver's RTD Rail System provides daily light and commuter rail service to over 50 stations in the metro area.



### PLANNED 2020 RTD RAIL LINE EXPANSIONS

N Line Union Station to Thornton  
Additional extensions of the B, C/D, L, and N Lines

### RTD Passenger Rail Service Summary (2018)

- 8 Light-rail train routes covering 58 miles
- 3 Commuter rail train routes covering 40 miles
- 33 Million trips provided by RTD's rail system
- 31% Of system-wide ridership was from RTD's rail system
- 14.3 Million vehicle revenue miles
- 791 Million vehicle revenue hours
- \$176.1M Annual operating cost

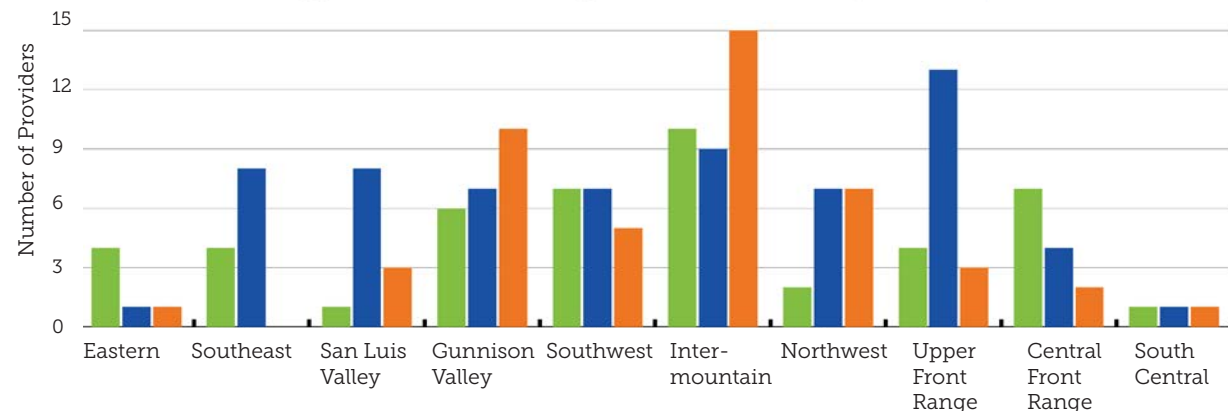
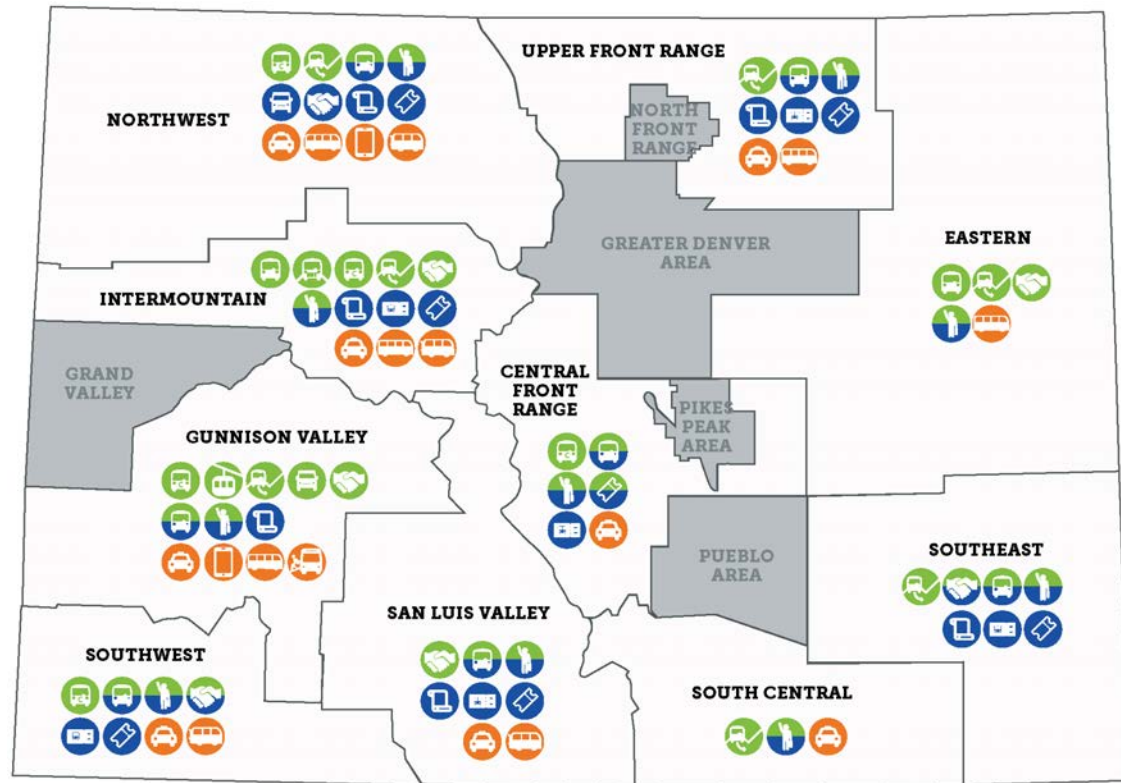


## Rural Transportation Planning Region Summary



### Rural Transportation Services and Providers

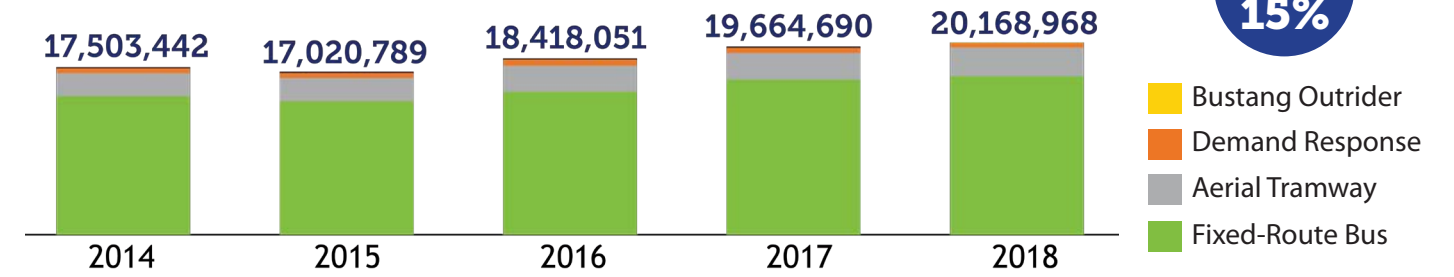
Public transit, human services transportation providers, and for-profit providers operate a wide variety of service types in rural areas of the State. Many of the human services providers also provide bus passes, vouchers, and reimbursements for their clients. The figures below provide a snapshot of the types of services and number of providers in rural TPRs.



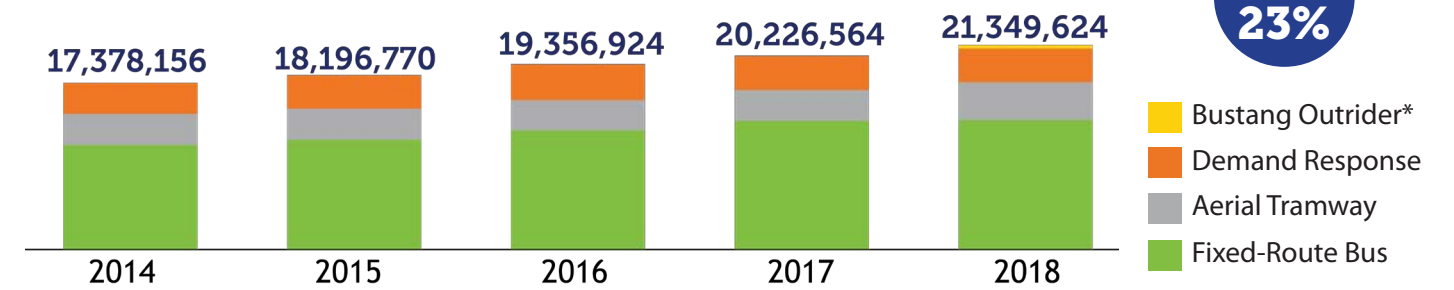
## 5-Year Historic Operating Data of Rural TPR Public Transit

Five-year historic trends for key transit operating metrics (ridership, revenue miles, and revenue hours) are shown below. Overall, total transit ridership, revenue service miles, and revenue service hours in rural areas are up, having increased 15 percent, 23 percent, and 17 percent, respectively.

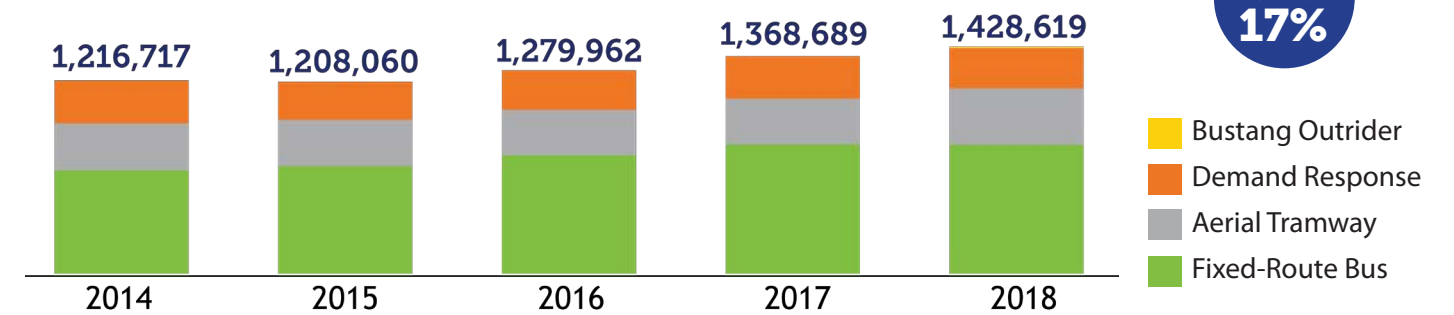
### Total Rural TPRs Annual Ridership



### Total Rural TPRs Annual Vehicle Revenue Miles



### Total Rural TPRs Annual Vehicle Revenue Hours



\*Vehicle revenue miles data does not include the Gunnison-Denver Bustang Outrider route as it was not available at publication.

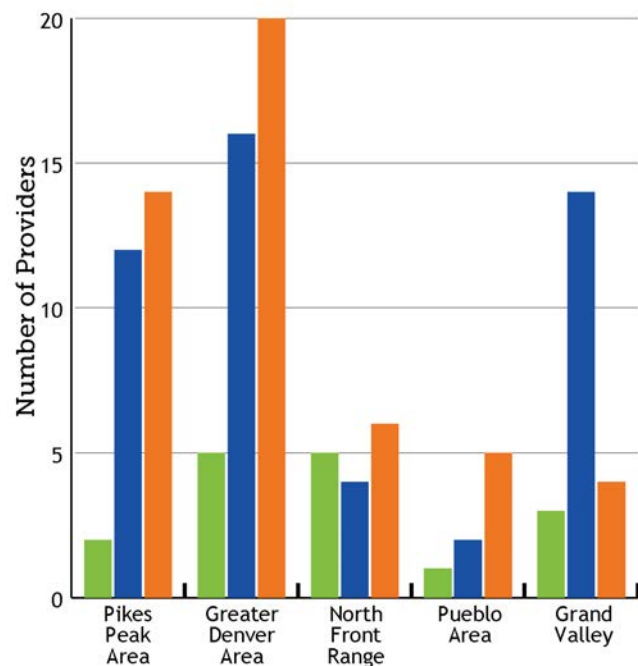
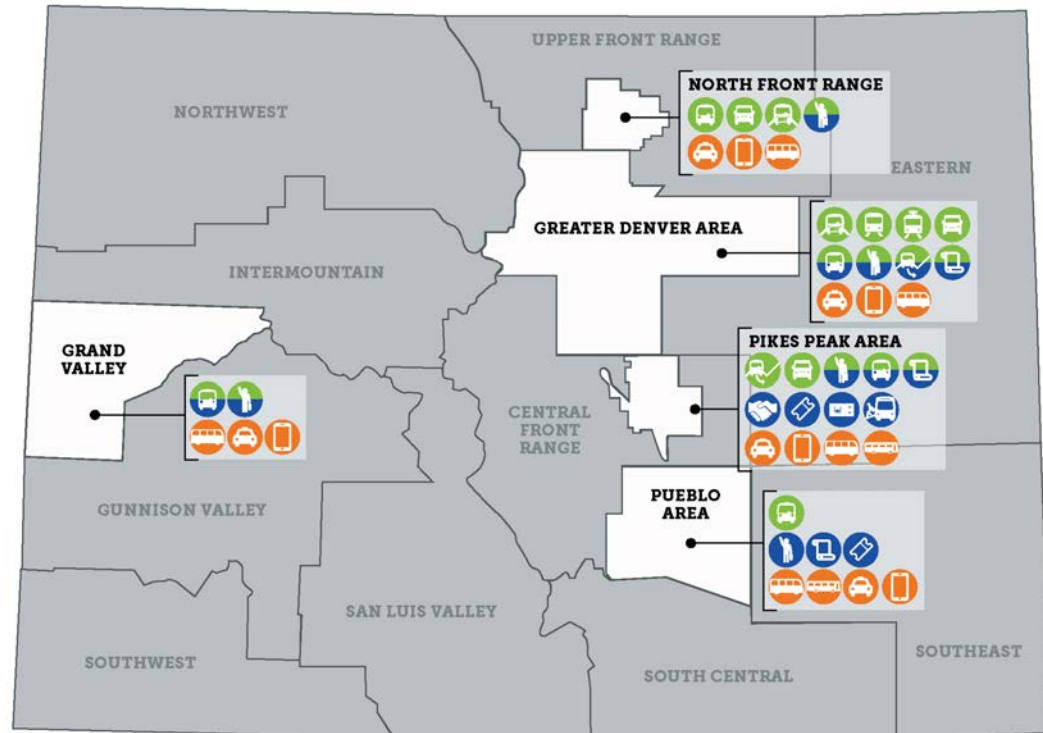


## Urban Transit Summary

- 40** Urban public transit operators
- 85%** Of statewide ridership is made up of transit ridership in urbanized areas
- 218** Total routes (includes commuter rail, light rail, local bus, commuter bus, bus rapid transit, vanpool, and specialized bus services)

## MPO Transportation Services and Providers

Provided below is a summary of the transit, human services, and private for-profit transportation providers in the five MPOs based on current MPO published Coordinated Public Transit and Human Services Transportation Plan.



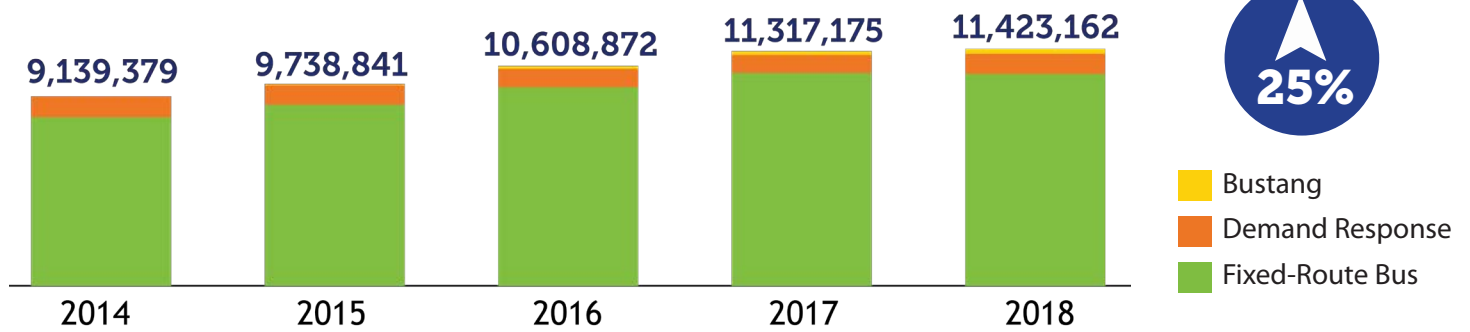
Note: Data for human services transportation and private for-profit agencies is based largely on information provided in the current MPO published Coordinated Public Transit and Human Services Transportation Plans and may not be comprehensive.

- Commuter Rail
- Fixed-Route Bus
- Light Rail
- Bus Rapid Transit (BRT)
- Deviated Fixed-Route Bus
- Contract with Other Providers
- Specialized Services
- Aerial Tramway
- Taxi
- Ride Hailing
- Commuter Bus
- Vanpool
- Demand Response
- Vouchers or Reimbursements
- Bus Passes or Tickets
- Airport Shuttles
- Charter Bus
- Medicaid Transportation
- Resort Transportation

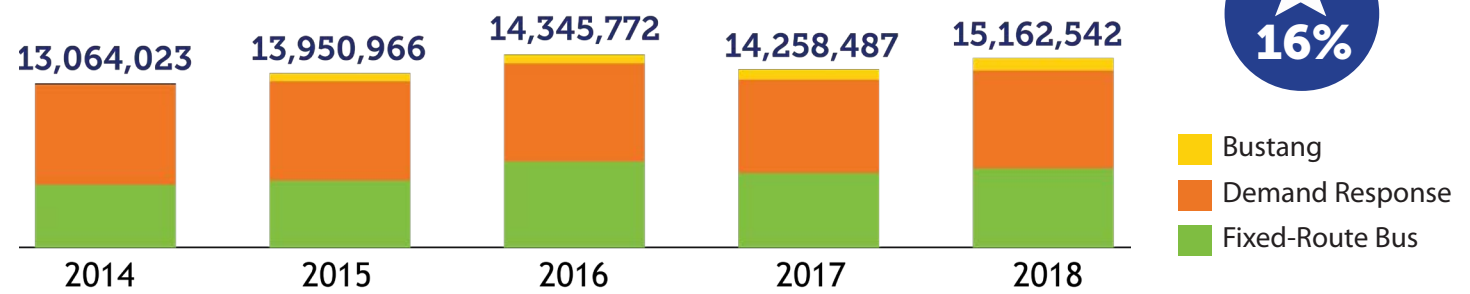
## 5-Year Historic Operating Data of Urban Area Public Transit

The five-year historic trends for key transit operating metrics (ridership, revenue service miles, and revenue service hours) for public transit service in the five MPOs in Colorado is shown below. Ridership and vehicle revenue mile data includes all Bustang routes, which began operation in 2015. Given that 90 percent of transit ridership in urban areas occurs on RTD services, charts are separated by RTD and non-RTD providers to show statewide trends in urban areas exclusive of RTD.

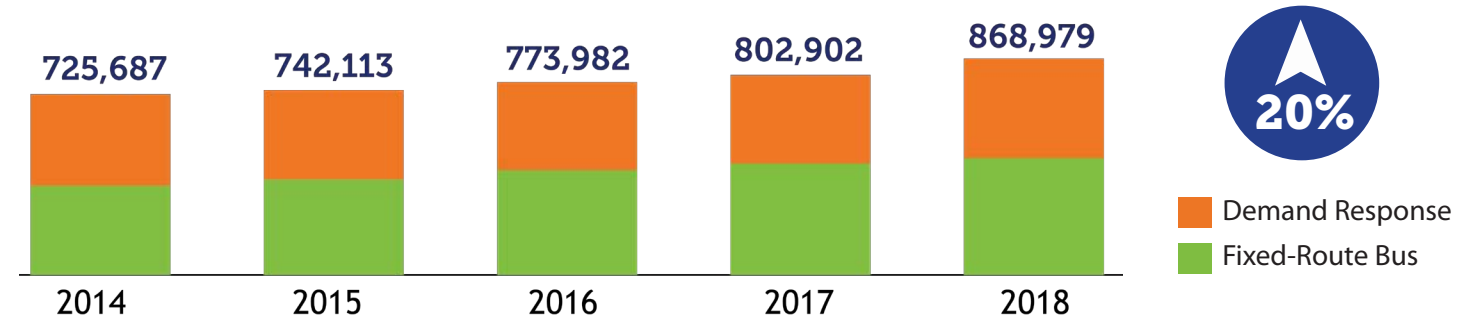
### Total Urban Area Annual Ridership (excluding RTD)



### Total Urban Area Annual Vehicle Revenue Miles (excluding RTD)



### Total Urban Area Annual Vehicle Revenue Hours (excluding RTD)\*



\*Bustang revenue hours data is not included as it was not available at publication.

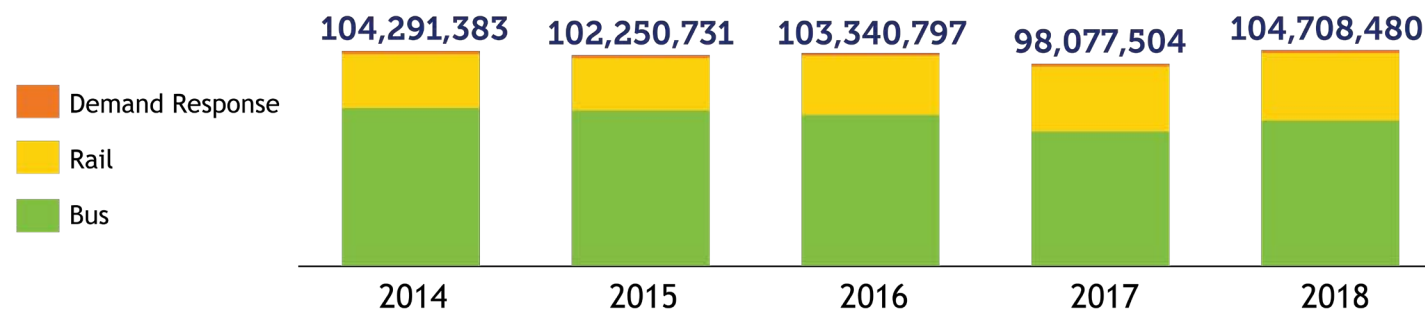
Source: 2014-2018 National Transit Database and 2019 Statewide Transit Plan Provider Survey



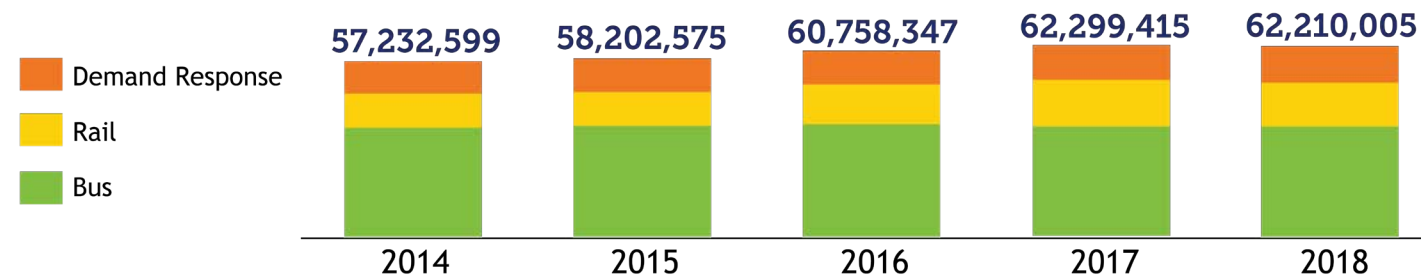
## 5-Year Historic Operating Data for Denver Area RTD Transit Service

The five-year historic trend for key transit operating metrics (ridership, revenue service miles, and revenue service hours) for RTD service in the Greater Denver Area is shown below. RTD provides public transportation in eight counties including all of Boulder, Broomfield, Denver and Jefferson counties, parts of Adams, Arapahoe and Douglas Counties, and a small portion of Weld County, with a service area of over 2,300 square miles. RTD services include bus, rail, shuttles, ADA paratransit services, demand response services like FlexRide, special event services, and vanpools. Nationally, large urban area transit systems have seen a decline in ridership; over the last five years, RTD added new rail lines, which helped maintain overall ridership.

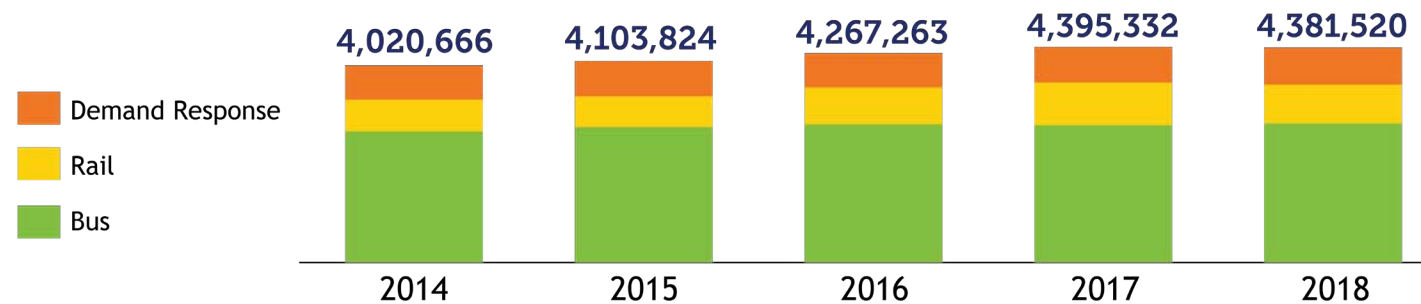
### Total RTD Annual Ridership



### Total RTD Annual Vehicle Revenue Miles



### Total RTD Annual Vehicle Revenue Hours



Source: 2014-2018 National Transit Database

## Statewide Public Transit Overview

The table below summarizes key 2018 transit provider operating metrics for both the urban and rural planning regions. Data includes all 45 urban, rural, and tribal providers that report to the FTA National Transit Database. Additionally, the data includes five agencies that do not report to NTD, including Berthoud Area Transportation Services (BATS), Estes Park Transit, Fountain Municipal Transit, Kiowa County Transit, and Vail Transit. Data also includes Bustang, Bustang Outrider, and the Colorado portion of the Denver-Salt Lake City Greyhound route that receives FTA 5311(f) funding.

Planning Region	# of Providers	Annual Ridership	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Annual Operating Cost
Pikes Peak Area	2	3,368,473	4,439,789	290,489	\$21,920,881
Greater Denver Area	5	105,410,549	65,739,753	4,569,619	\$672,144,348
North Front Range	5	5,472,178	4,122,606	251,832	\$24,468,293
Pueblo Area	2	886,915	1,241,666	77,426	\$5,538,295
Grand Valley	1	777,384	986,612	65,380	\$3,502,064
Eastern	1	45,312	77,248	5,351	\$225,249
Southeast	4	88,390	389,770	19,192	\$852,312
San Luis Valley	1	13,925	125,637	4,051	\$283,084
Gunnison Valley	5	4,361,256	5,425,421	452,264	\$9,000,649
Southwest	6	422,624	995,031	57,156	\$3,731,793
Intermountain	9	13,298,733	10,656,189	637,834	\$69,009,575
Northwest	2	1,617,075	1,046,180	76,023	\$5,803,632
Upper Front Range	2	215,420	815,022	52,840	\$2,127,241
Central Front Range	4	68,432	281,084	25,589	\$922,485
South Central	1	29,674	179,117	9,689	\$670,740
Bustang	1	219,729	990,483 <sup>1</sup>	Not available <sup>2</sup>	\$4,218,662 <sup>1</sup>
Bustang Outrider (1 route) <sup>3</sup>	1	8,127 <sup>3</sup>	66,035 <sup>3</sup>	Not available <sup>2</sup>	\$124,493 <sup>3</sup>
Greyhound FTA 5311(f)	1	19,512	298,875	Not available <sup>2</sup>	\$467,536
<b>Total - Statewide</b>	<b>53</b>	<b>136,323,708</b>	<b>97,876,518</b>	<b>6,594,735</b>	<b>\$825,011,332</b>

1. Bustang vehicle revenue mile and operating cost data is for the period from July 2018 to June 2019.
2. Exclusively interregional bus providers do not track vehicle revenue hours.
3. Bustang Outrider is just the Gunnison-Denver route (other routes are included in the Pueblo Area and Southwest TPRs).

Source: 2018 National Transit Database and 2019 Statewide Transit Plan Provider Survey



## State of Good Repair Data

CDOT's comprehensive Group Transit Asset Management (TAM) Plan meets federal requirements and was last updated in fall 2018. The Plan identifies the condition of assets funded with state or federal funds to guide optimal prioritization of investments to keep transit systems in Colorado in a state of good repair. In 2018, 39 percent of CDOT tracked transit vehicles in the State are beyond their state of good repair. It is important to note that the state of good repair data presented here includes transit vehicles from both urban and rural areas. The TAM Plan only includes rural, Tier 2 agencies so the data below may differ from the TAM Plan.

Planning Region	Total Revenue Vehicles*	Vehicles Beyond State of Good Repair	Percentage of Vehicles Beyond State of Good Repair	Cost of Backlog
Pikes Peak Area	250	116	46%	\$17,197,600
Greater Denver Area	1,705	117	7%	\$38,726,200
North Front Range	192	39	20%	\$7,468,700
Pueblo Area	50	11	22%	\$2,018,700
Grand Valley	32	6	19%	\$615,300
Eastern	81	43	53%	\$3,348,100
Southeast	53	23	43%	\$2,372,000
San Luis Valley	51	36	71%	\$1,632,300
Gunnison Valley	221	98	44%	\$7,008,500
Southwest	50	16	32%	\$1,401,800
Intermountain	368	88	24%	\$30,486,200
Northwest	79	49	62%	\$13,703,800
Upper Front Range **	6	2	33%	\$455,200
Central Front Range	34	14	41%	\$795,700
South Central	34	22	65%	\$1,029,500
<b>TOTAL - Statewide</b>	<b>3,206</b>	<b>680</b>	<b>39%</b>	<b>\$128,259,600</b>

\*Excludes trains and aerial trams

\*\* Northeast Colorado Association of Local Governments (NECALG) vehicles are included in the Eastern TPR data set.

### Summary of the State of Revenue Vehicles (2018)



Source: CDOT Statewide Transit Asset Inventory, July 2019

Kiowa County Transit  
Photo Credit: Kiowa County



SCCOG Transit  
Photo Credit: Aaron Lopez

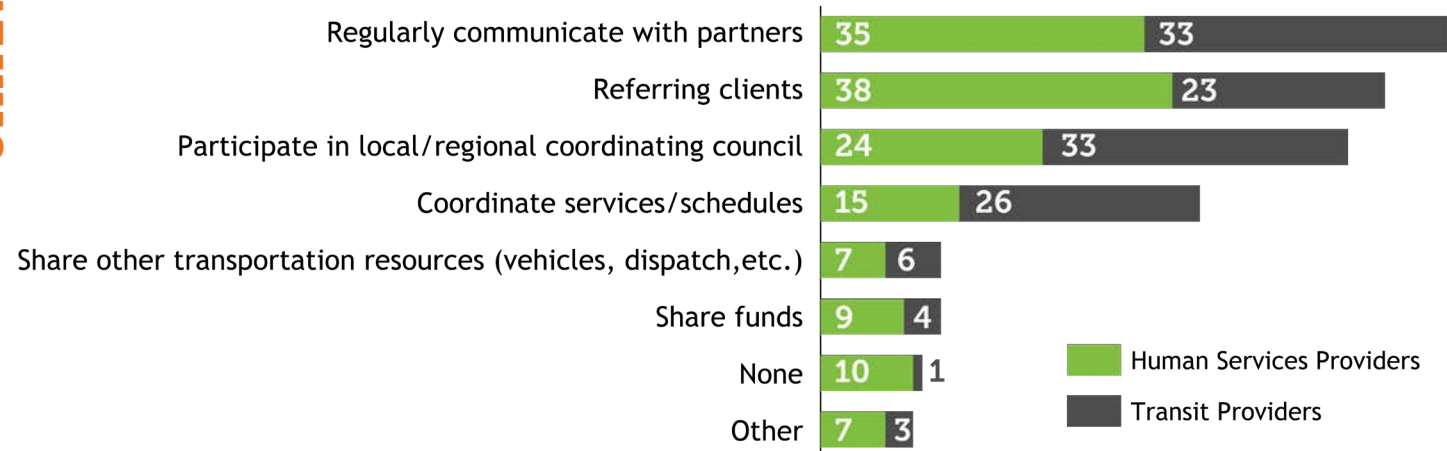




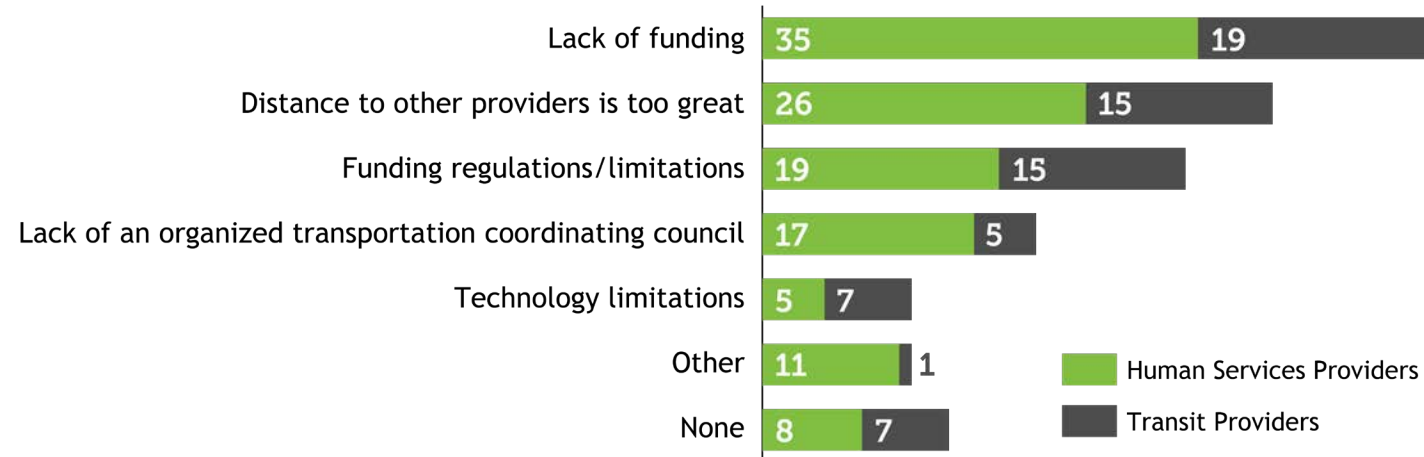
## Coordination in Rural Transportation Planning Regions

Coordination of transportation services, funding sources, information, vehicles, and equipment is paramount when looking for ways to minimize service duplication, create more efficient systems, and provide trips to as many people as possible. A variety of existing coordination activities are occurring between transit providers and human services agencies across the State. The 2019 Statewide Transit Plan Provider Survey gathered information from providers in the State about coordination to understand current activities and identify barriers.

### Statewide Coordination Activities



### Barriers to Statewide Coordination

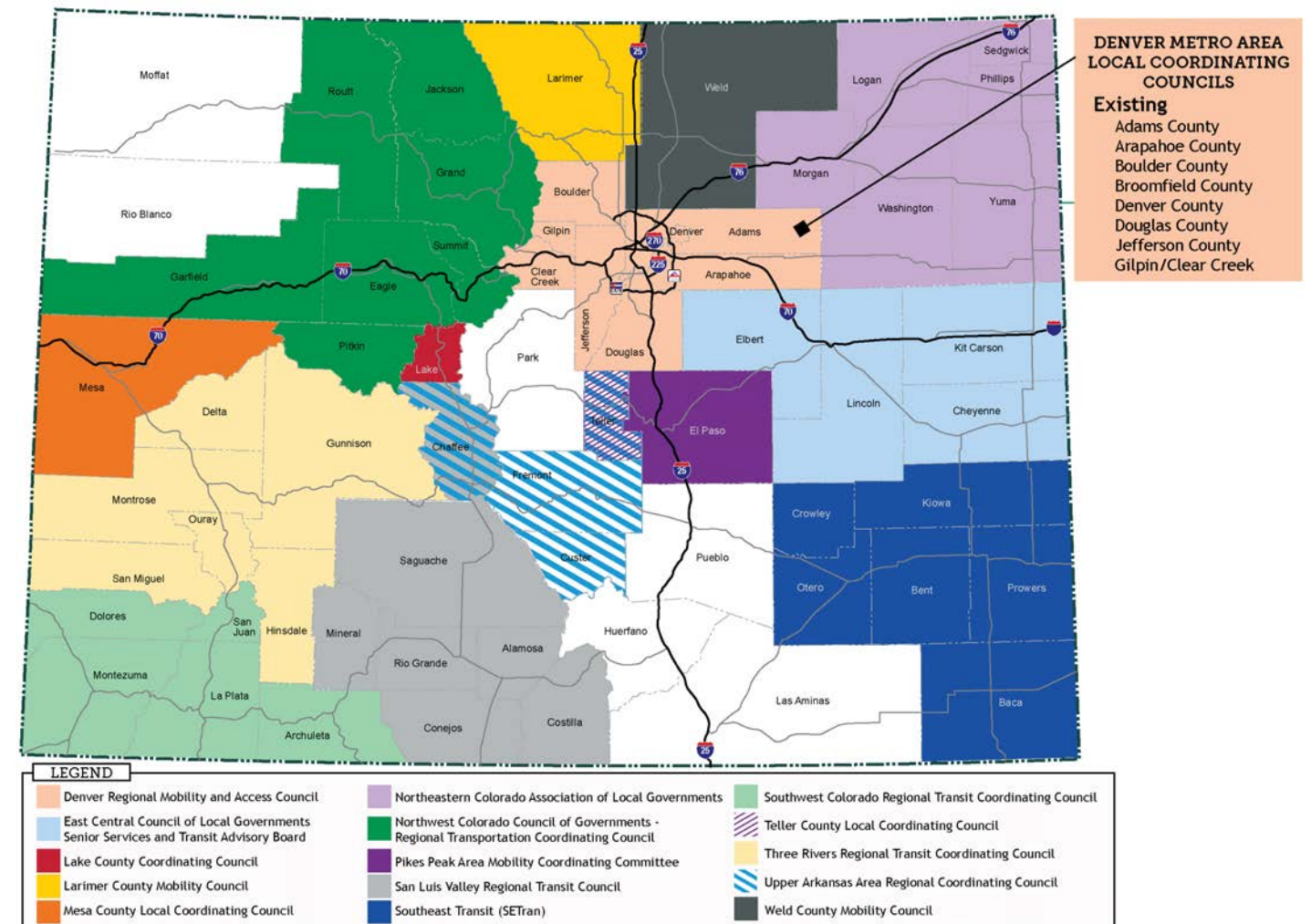


Source: 2019 Statewide Transit Plan Provider Survey

## Local and Regional Coordinating Councils

Many entities provide transit management services and help coordinate providers and services to meet transportation needs in their areas. Each region and local community has a different system for managing its transit providers. More detailed information on these nuances can be found in the various Coordinated Public Transit and Human Services Transportation Plans for each TPR.

Throughout Colorado, various regional and local coordinating councils organize, promote, oversee and/or implement the provision of coordinated transportation services in a defined area by facilitating collaboration among stakeholders. Overall, the State has 10 regional coordinating councils, four rural local coordinating councils, and eight urban local coordinating councils. Since the Statewide Transit Plan was last updated in 2015, there are three new coordinating councils. There are 16 mobility managers on staff to support transportation coordination activities locally and/or regionally.



Source: Division of Transit and Rail, CDOT



## 5. Statewide Transit Focus Areas

Transit in Colorado, now and in the long-term, should meet the needs of a wide variety of users from employees to tourists to vulnerable populations. While maintaining existing transit service and supporting service expansion is a priority for CDOT, planning for future technologies and demographic shifts is equally important. This Plan includes several focus areas for CDOT that reflect the quickly changing technological landscape, new mobility innovations, and the wide-ranging needs of Coloradans.

### Bustang and Bustang Outrider Expansion

#### Growth

Bustang and Bustang Outrider expansion is being planned in several phases in the coming years. Bustang will work towards a goal of providing hourly service every day, to provide more frequent transit service across the I-70 and I-25 corridors connecting the State's largest urbanized areas, including Denver, Colorado Springs, Fort Collins, Pueblo, and Grand Junction. The I-70 Bustang route also serves a critical need for those living in mountain communities to get to urbanized areas and is an alternative for residents in urban cores to get to the mountains. Seasonal service such as Snowstang and Bustang to Estes Park, along with potential micro transit service connecting to Vail, are various ways Bustang services are being developed to support the needs of Coloradans.

#### Connectivity

Regions will be connected via Bustang and Bustang Outrider lines and will aim to make regional travel more efficient and accessible. This is planned through both an increase in frequency of existing service and the addition of new routes.

#### Service

Service areas will grow throughout the State, and more people will be able to access Bustang and Bustang Outrider service. Service area growth will also increase the integration of more transit features and amenities, such as bus shelters, over time.



Bustang Bus  
Photo Credit: RideBustang

### Bustang Outrider Expansion Phases

An expansion plan for Bustang Outrider includes a phased approach to growing and expanding lifeline interregional transit service in Colorado. The expansion plan is based on input from the public and regional stakeholders, as well as a quantitative assessment of potential expansion routes. The quantitative assessment included ridership projections, ease of implementation, and social and geographic equity considerations.

#### 2021 - Planned Implementation of Routes

- Between Trinidad and Pueblo (via I-25)
- Between Sterling and Greeley (via I-76/US-34)
- Between Grand Junction and Telluride (via US 50 and US 550)
- Between Craig and Denver (US 40)

#### TBD - Planned Implementation of Routes

- Between Montrose and Gunnison
- Between Craig and Frisco (via US 40/CO 9)
- Between Sterling and Denver
- Between Durango and Pagosa Springs

### Capital and Infrastructure Improvements

Strategic transit projects are being planned using Senate Bill 267 (SB-267) funds. Mobility hubs will make up a large part of the funding distribution. This will allow further transit development of the intercity and regional bus network and later the passenger rail network. Strategic transit investments will include bus storage and maintenance facilities, mobility hubs/park-n-rides (new or expanded), transit stations (new or expanded), transit operations centers, bus rapid transit infrastructure, and bus shelters.

## Planning for Front Range Passenger Rail

In 2017, the Colorado Southwest Chief Commission was legislatively repurposed to become the Southwest Chief and Front Range Passenger Rail (FRPR) Commission. The Commission is facilitating the implementation and operation of FRPR from Pueblo to Fort Collins and planning for future connections to New Mexico and Wyoming. A FRPR study was launched in 2019 to develop a passenger rail implementation strategy that includes four main elements: (1) Pre-National Environmental Policy Act (Pre-NEPA activities and documentation), (2) service development planning, (3) stakeholder engagement, (4) and identification of governing structure options.

FRPR has the potential to balance the State's transportation network and provide multimodal transportation options between major population centers along the Front Range and could:

- Provide increased mobility choices for safe, efficient, and reliable travel along the Front Range - there are limited intercity transit options today.
- Connect corridor destinations and communities to jobs, shopping, recreation, health care, leisure, and entertainment.
- Address increasing intercity and regional travel demands - effects of population growth and increasing congestion on major highways.
- Provide a mode choice for the State's changing demographics and corresponding transportation demands.
- Provide an intercity transportation alternative for low-income and underserved communities - connect affordable housing to jobs.

### FRPR Survey Respondent Priorities

Top 3  
Priorities

1. Improving air quality
2. Reliable travel times
3. Expanding travel choices

### FRPR SURVEY FINDINGS

As an initial FRPR study task, the Rail Commission conducted a statewide survey to determine interest and support for FRPR. Over 6,900 Coloradans participated in the survey, and while the survey was not statistically valid, results indicate broad support.

95%

of respondents believe FRPR could help address transportation needs along the Front Range

93%

of respondents support establishing FRPR between at least Fort Collins and Pueblo

92%

of respondents stated that they would be interested in using the service if it were available

The FRPR study is anticipated to be complete by 2021. The Rail Commission, CDOT, and community stakeholders will continue to move FRPR from vision to implementation in support of sustainable, alternative mobility options for a growing Front Range.



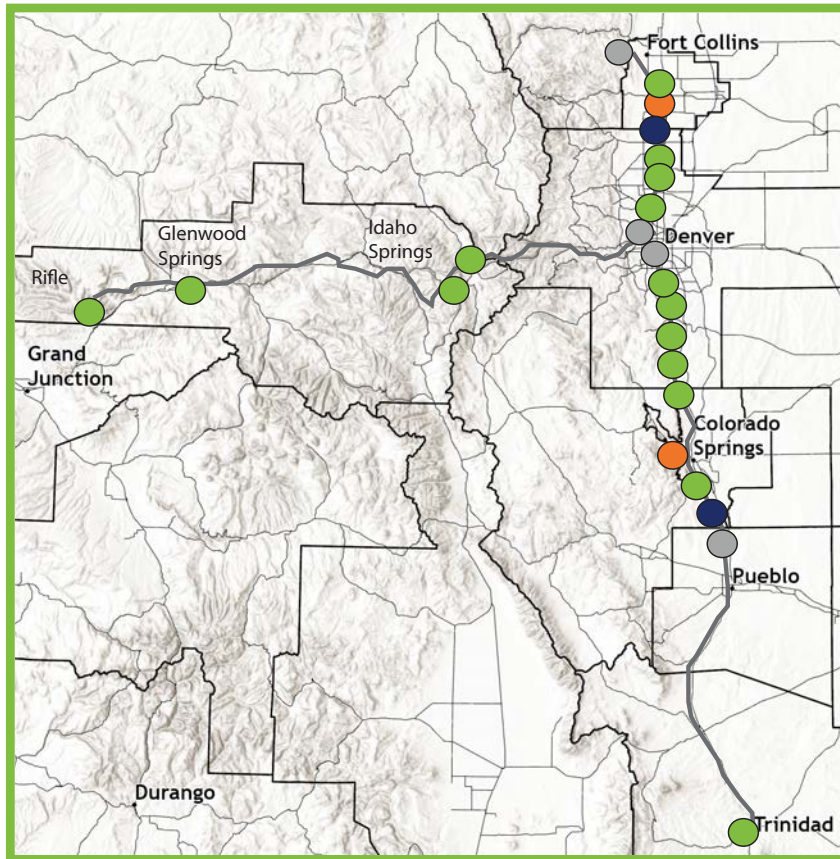
Light Rail Station  
Photo Credit: RTD Flickr



## Mobility Hubs

The growing population, higher emissions/pollution levels, and resulting burden on the environment and the transportation system demonstrate a need to create new mobility choices for the people of Colorado. Mobility hubs can help to address these issues while working to connect the transit system and provide opportunities to use other modes of transportation like walking and bicycling. Efforts to provide better connectivity to existing services, like Bustang and Bustang Outrider, are also underway and being planned along I-25 and I-70. Mobility hubs will work in conjunction with other infrastructure improvements such as transit stations (new or expanded), park-n-rides, bus rapid transit projects, and transit oriented development. Integrating infrastructure and first and last mile connections for other modes of transportation is vital to ensuring safe and accessible utilization of mobility hubs. Mobility hubs have been evaluated and planned using established strategic transit project criteria and ratings. In addition to existing transit stations, several other stations have been approved for design and/or construction or have been identified as candidate projects.

### I-25 and I-70 Mobility Hubs



Jeffco Golden Station  
Photo Credit: RTD Flickr

### Strategic Transit Project Evaluation Criteria

Mobility hubs have been evaluated and planned using established strategic transit project criteria and ratings to select which projects to advance

1. Project Readiness
2. Strategic Nature
3. Statewide System Support
4. Statewide Transit Plan Goal Areas
5. Planning Support
6. Additional Factors

## Fleet Electrification

Colorado is committed to improving long-term air quality in the State by investing in zero emission vehicles (ZEV). The State received approximately \$68 million from the Volkswagen (VW) Settlement Trust, with plans laid out in the State's Beneficiary Mitigation Plan. Focus areas include electric vehicle (EV) infrastructure and supporting transit agencies, school districts, and other fleets in purchasing electric vehicles. The funds will be used for a variety of improvements highlighted below. In all \$30 million from the VW Settlement Trust is dedicated to transit buses, with additional funds designated for administration of programs.

### State's Beneficiary Mitigation Plan Funding Goals



Incentivize projects that support adoption of zero emission vehicles, including transit vehicles



Remove barriers to, and accelerate the adoption of, zero emission transit vehicles



Improve air quality in areas that have historically experienced a disproportionate share of the transportation pollution burden and were most impacted by the VW diesel emissions violations



Increase reach of settlement funds by promoting access to benefits of transportation electrification for communities that do not have the ability to purchase and/or support personal electric vehicle use

**Transit agencies across the State, including Breckenridge's Free Ride, ECO Transit, Estes Park, Mountain Metropolitan Transit, RFTA, Summit Stage, and Vail Transit have received FTA 5339(c) Low or No Emission Vehicle funds to support fleet electrification**

### Fleet Electrification Challenges

- Higher vehicle purchasing costs
- Infrastructure upgrades that require restructuring fueling and vehicle storage
- Maintenance personnel and operator training
- Transition planning for mixed fleets
- Managing fueling/electricity costs (demand and energy charges)
- Operating in difficult conditions, such as cold weather and steep grades

### Fleet Electrification Strategies

CDOT will continue to help implement the Colorado EV Plan by assisting transit agencies in planning efforts to ensure each agency makes informed decisions to meet statewide and local electrification, equity, and air quality goals. Potential fleet electrification strategies should include:

- Developing a statewide policy framework
- Providing educational resources and hosting workshops/trainings
- Supporting transit agency EV plans
- Providing financial support through the VW Settlement Trust or other available funding mechanisms
- Developing statewide Master Purchasing Contracts to ease the procurement process for agencies

To successfully support statewide transit fleet electrification, agencies, state departments, and other stakeholders will need to work collaboratively and engage in new ways to ensure that transit electrification proceeds in a manner that is fiscally viable and equitable.

Cross-agency and stakeholder collaboration is already occurring in various forms such as the Colorado Electric Vehicle Coalition (CEVC), the Colorado Association of Transit Agencies (CASTA), and the Public Utilities Commission - led EV Working Group. Many of these stakeholders and groups were instrumental in the development of the 2018 Colorado EV Plan and the Colorado Energy Office's efforts to update the original plan in 2020, which will include developing future goals for transit fleet electrification.



## Connected Vehicle Infrastructure

Rapid advancement in technology has created a need for transportation departments to prepare for the future of mobility. In 2017, CDOT created a program focused on the deployment and strategy for connected and autonomous technologies. The program focuses on the State's strategy related to advanced vehicle technologies and connected vehicle (CV) infrastructure, data, and the introduction of vehicle automation. Various state efforts include the statewide deployment of connected vehicle infrastructure on 400+ miles across Colorado, data evaluation, and partnerships with local jurisdictions.

In addition, CDOT will continue to chair the Autonomous Mobility Task Force, which reviews the safe deployment of autonomous vehicles that do not comply with federal, state, and local regulations. To date, Colorado has had two AV deployments that have gone through the Task Force process (EasyMile transit bus and CDOT's maintenance vehicle - autonomous truck mounted attenuator), and is exploring opportunities to expand these types of pilots.

### CONNECTED AND AUTONOMOUS VEHICLE PROGRAM INITIATIVES

- **Connected vehicles:** Statewide deployment of connected vehicle infrastructure, building on the I-70 CV pilot testbed, CDOT will deploy over 400+ miles of connected vehicle infrastructure across Colorado's interstate network.
- **Data:** Evaluate the robustness, reliability, and opportunities in CDOT's CV data. Partnerships will feature local jurisdictions, private industry, academic partners, and others. CDOT's CV data will be made publicly available to enable data sharing and work toward data interoperability.
- **Collaboration:** Host peer exchanges and fund collaborative research opportunities with other jurisdictions. Work closely with the regional community (both within Colorado and border states) to develop templates for data collection to enable interoperability and data sharing.
- **Regulation:** Continue to chair the Autonomous Mobility Task Force in Colorado. The task force is responsible for reviewing the safe deployment of autonomous vehicles that do not comply with federal, state, and local regulations. To date, Colorado has had two AV deployments that have gone through the Task Force process (EasyMile transit bus and CDOT's maintenance vehicle - autonomous truck mounted attenuator).
- **CDOT equipment automation:** Building on the success of CDOT's autonomous attenuator, CDOT is exploring other opportunities to introduce automation into CDOT's vehicles. One proposed implementation tool includes installation of after-market advanced driver assistance systems (ADAS) for CDOT-operated buses that will have near-term safety improvements, such as lane keeping assistance, collision avoidance, automatic emergency braking, and others. CDOT will work with the academic community to test and validate the systems on a pilot bus and deploy upon successful testing. ADAS technologies can serve as the foundation to evaluate bus platooning and higher levels of vehicle automation, all while improving the safety of overall bus operation.



Photo Credit:  
RTD Flickr

## "Connected Colorado"

CDOT is tracking and monitoring emerging technologies and potential opportunities to better integrate transit systems across Colorado. Currently, CDOT is working on a "Connected Colorado" project with transit providers across the State to use General Transit Feed Specification (GTFS) data to streamline information among providers and make data more readily available to the traveling public, such as real time arrival and departure information for buses.

CDOT surveyed transit providers about the "Connected Colorado" concept in 2020, and agencies indicated strong support for integrated technology infrastructure - such as GTFS - to provide more consistent and universal data collection across the State. Looking ahead, CDOT will continue to partner with transit agencies across the State to create a single technology platform for riders and service providers to share and find information. This will allow seamless travel across the State using multiple transit agencies.

### "Connected Colorado" Short-Term Implementation Plan

1. Hire a vendor to collect, organize, and publish transit service data
2. Provide targeted assistance to agencies
3. Collect feedback on future initiatives

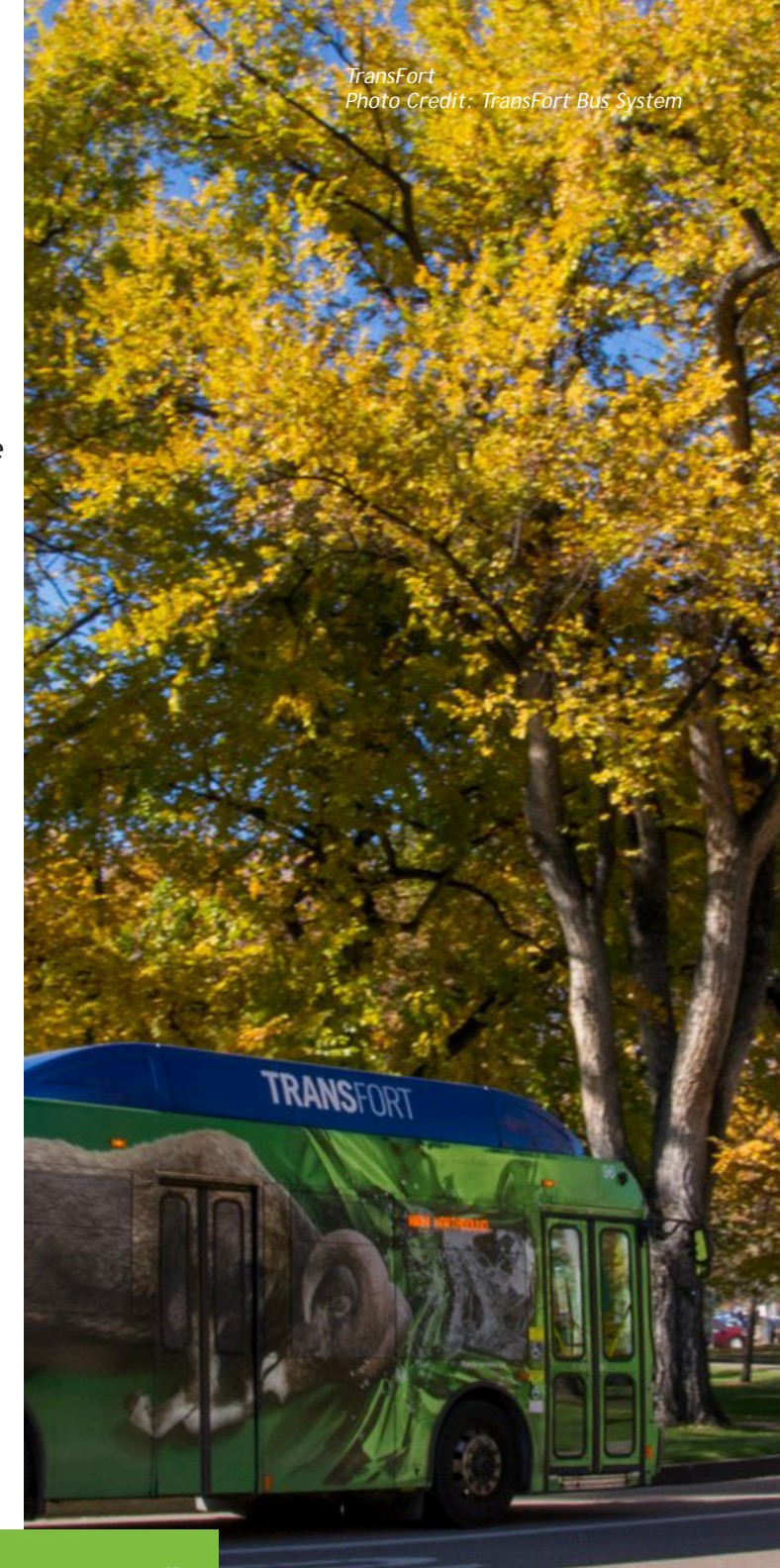
### Potential Benefits of "Connected Colorado"



**For Riders:** Ability to travel seamlessly across transit providers with easily accessible information through combined trip planning universal ticketing



**For Transit Providers:** Ability to coordinate and share information across multiple regions and statewide





## Veteran Transportation Issues

Colorado's veteran population is close to 400,000 people, with the highest concentrations of veterans in the Greater Denver Area, Pikes Peak Area, and Pueblo Area. Although these regions have the highest concentrations of veteran populations, veteran communities are located throughout the State. Numerous Veterans Affairs facilities are distributed across the State to accommodate the needs of veterans.

The varied locations of these facilities requires transportation and transit systems to connect veterans of all abilities to needed services, regardless of whether they live in urban or rural communities. As a part of the State's coordination and mobility management efforts, looking for opportunities to better use existing vehicles to transport both veterans and other vulnerable populations to maximize trip efficiency is imperative. Additionally, CDOT is considering extending existing Bustang routes (for some or all trips) from Denver Union Station to the Veterans Affairs hospital located in Aurora, Colorado.

### VETERANS AND VETERANS FACILITIES IN COLORADO

~400,000 Veterans in Colorado

17

Outpatient Care Sites

6

Vet Centers

4

Inpatient Care Sites

Source: VA Veteran Population Projection Model, VA Geographic Distribution of Expenditures, VA Annual Benefits Report, U.S. Census Bureau, American Community Survey, 2017

### Veterans' Transportation Issues in the 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities

Supporting veterans' transportation issues was ranked as one of the top three transportation concerns statewide

#### Veterans' Transportation Concerns



Expensive Fares



Infrequent Service

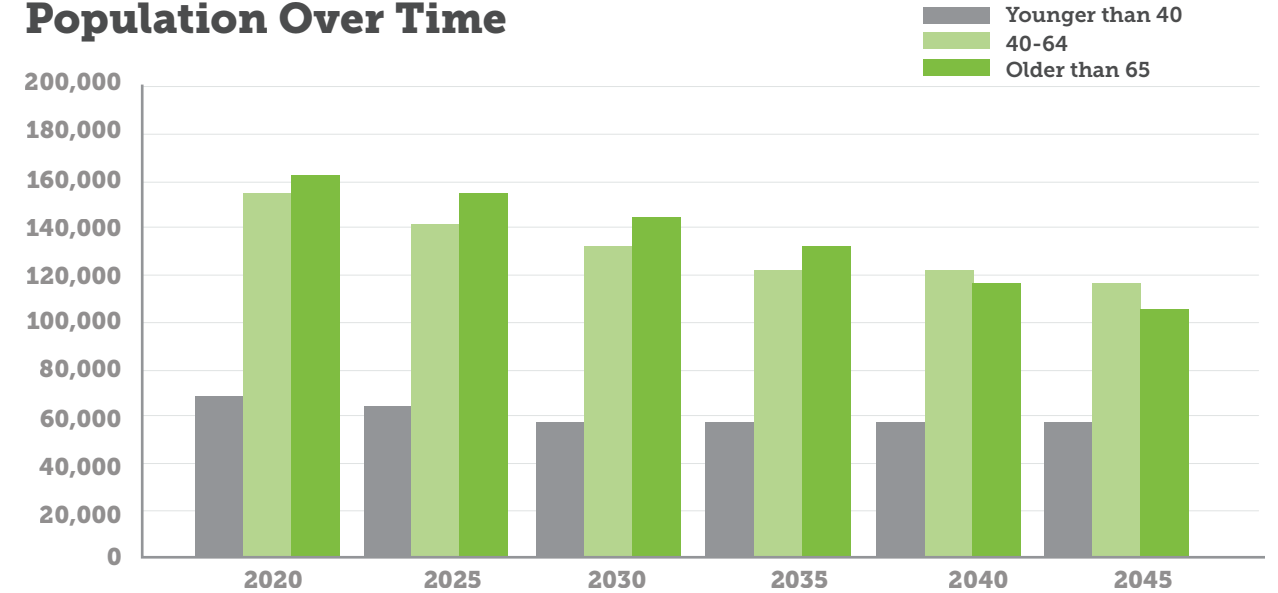
Source: 2019 Statewide Transportation Survey of Older Adults and Adults with Disabilities

Photo Credit: Town of Mountain Village



## Veteran Transportation Issues

### Statewide Age Distribution of Veteran Population Over Time



Source: VA Veteran Population Projection Model, VA Geographic Distribution of Expenditures, VA Annual Benefits Report, U.S. Census Bureau, American Community Survey, 2017

In the next five years the veteran population is expected to maintain a similar age distribution across Colorado. However, the gap between veterans over age 65 and those between 40 and 64 is anticipated to increase slightly.

### AGING VETERAN POPULATION AND TRANSIT

The age distribution of the veteran population is integral in understanding how transit must develop in the coming years. The largest age group for veterans in Colorado is those older than 65, followed by people between the ages of 40 and 64. In the next 25 years, the age distribution follows a similar trajectory, with the largest age group of veterans being older than 65. In 2040, this trend is expected to shift for the first time in 20 years. Age, ability, and geographic location are all significant factors in ensuring transit can accommodate the needs of veterans and create an inclusive transit system in Colorado.

Photo Credit: Fort Carson Mountaineer

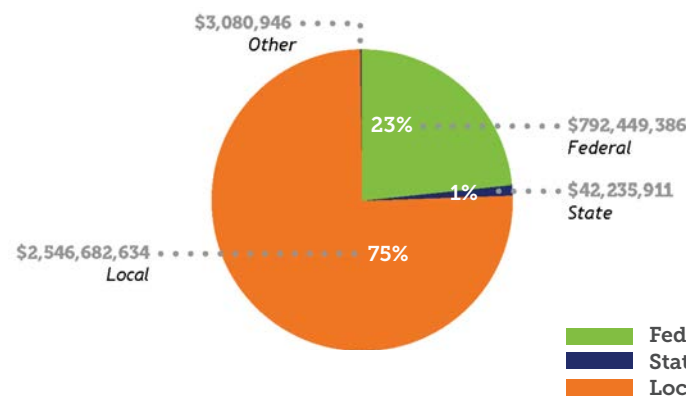




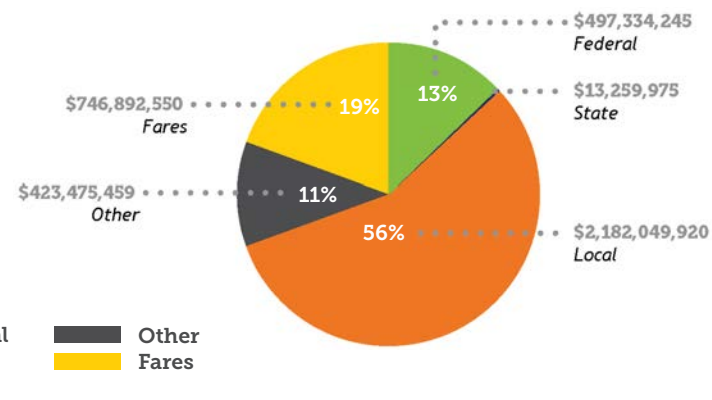
## 6. Financial Snapshot

Transit services are costly to operate and maintain, whether in rural areas where extensive routes cover large geographic areas with limited infrastructure, in resort economies with high labor costs, or in major metropolitan areas where significant infrastructure investment and extensive fleet maintenance is needed to support service. Additionally, transit funding is complex, and Colorado providers typically use a patchwork funding approach that includes federal, state, local fares, donations, and/or tax revenues (e.g. lodging tax, sales tax, property tax). Public funds are primarily used to support transit and transportation services in Colorado, with most agencies relying on local and federal funds as available state funding is limited. This section provides a snapshot of current statewide funding levels and trends for Colorado's urban and rural providers.

### Statewide Capital Revenue Sources



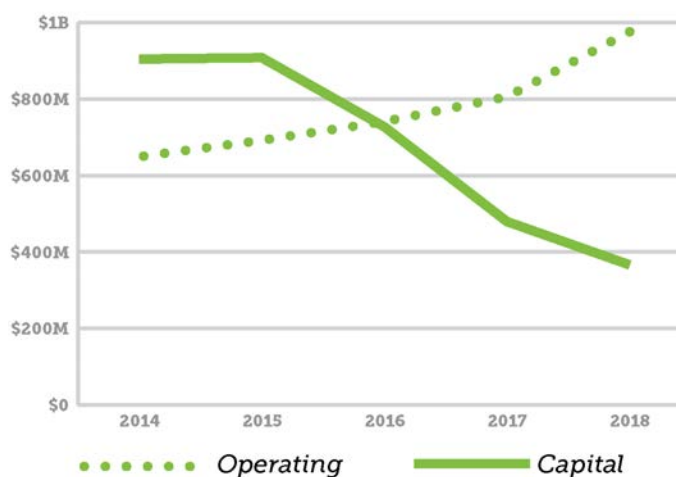
### Statewide Operating Revenue Sources



Source: National Transit Database 2014-2018 5-Year Averages and 2019 Statewide Transit Plan Provider Survey

### 5-Year Historic Capital and Operating Revenues (Including RTD, Major Urban, and Rural Providers)

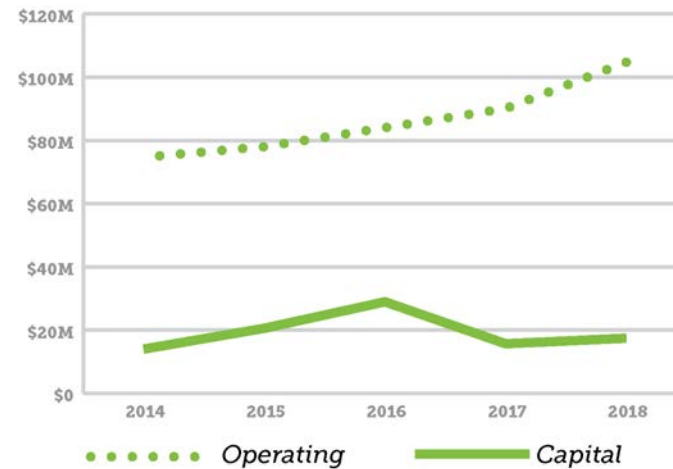
Operating funds increased by almost 60 percent over the five-year period with capital funding gradually decreasing since 2016, which is due in large part to the completion of major RTD FasTracks light rail and commuter rail projects in recent years.



Source: National Transit Database 2014-2018 and 2019 Statewide Transit Plan Provider Survey

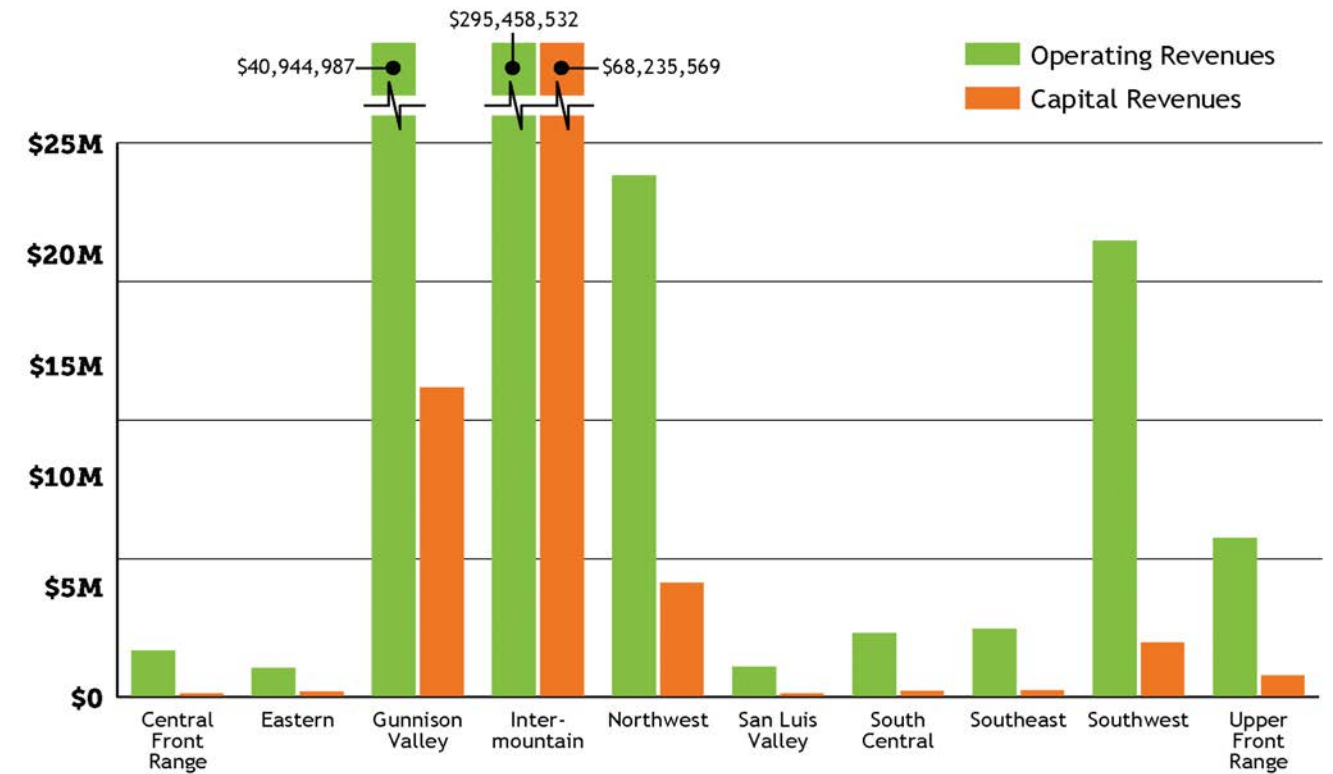
### 5-Year Historic Capital and Operating Revenues (Excluding RTD and Other Major Urban Providers)

The trend in operating revenues for the rural agencies is remarkably similar to that of the Statewide trend; however, the capital funding trend is fairly stable around \$20.0 million per year.



## Rural TPR Operating and Capital Revenues

When looking at overall statewide transit capital and operating revenues, extracting rural data is important, as proportionally, urbanized areas have extremely high revenues compared to those of rural areas. The chart below provides a snapshot of revenues by TPR based on 2014-2018 budget data. Over the last five years, Intermountain, Gunnison Valley, and Northwest TPRs received the highest portion of capital and operating revenues, which is largely attributed to the presence of large resorts and tourism-based transit service.



Source: National Transit Database 2014-2018 and 2019 Statewide Transit Plan Provider Survey

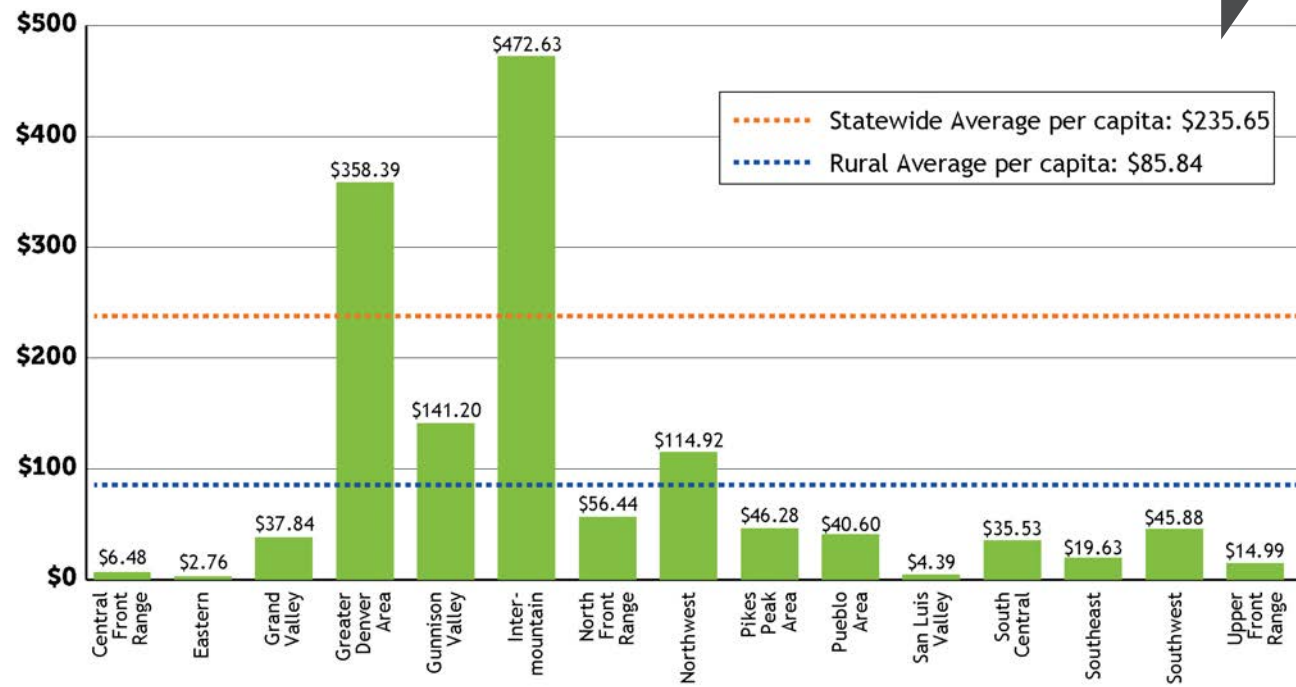




## Statewide Per Capita Transit Funding

### TPR Per Capita Funding

Per capita transit funding, as measured by NTD reporting, varies greatly across Colorado's urban and rural regions. As shown, the Greater Denver Area and the Intermountain TPR have the highest per capita spending - due in large part to the expansive regional transit system funded by sales tax in the Denver metropolitan area and the funding of resort transit systems by local municipalities, regional transportation authorities, and sales and property taxes. Areas with the lowest per capita transit spending are the Eastern and San Luis Valley TPRs.



## State and Federal Transit Funding Equity Analysis

Per federal Title VI and Environmental Justice regulations, additional data collection and analysis of low-income, minority, and limited English proficiency (LEP) populations was completed to identify potential disparate impacts. The Statewide transit planning process gathered and analyzed information relative to these populations in the following ways: (1) creation of demographic profiles, (2) development of statewide transit dependency index, and (3) equity assessment of state and federal transit funding. The demographic profiles and transit dependency index assessment are included earlier in this Plan.

State and federal transit funding was aggregated and allocated by county across the State of Colorado based on an extensive data collection effort using the NTD, CDOT data sets, and input from transit providers across the State. After the funding data was compiled, resources were allocated at the county level to conduct a comparative analysis with low-income, minority, and LEP populations.

### Title VI Statewide Transit Planning Process

1. Creation of demographic profiles
2. Development of a statewide transit dependency index map
3. Equity assessment of state and federal transit funding. The demographic profiles and transit dependency index assessment are included earlier in this plan

## Funding Allocations by County

All 64 of Colorado's counties were reviewed for disparate impact in the following ways: (1) a county receives a 3 percent or higher portion of state and federal transit funding compared to the low-income, minority, and LEP population or (2) a county receives a 3 percent or lower portion of state and federal transit funding compared to the low-income, minority, and LEP population. The counties in Colorado that received a proportionally higher or lower portion of transit funding are shown below. All counties that receive a disproportionate - higher or lower - allocation of funding are within urbanized areas. Counties that receive a lower share of funds compared to the low-income, minority, and LEP populations include Adams, El Paso, Larimer, Pueblo, and Weld. CDOT will consider the findings of the disparate impact analysis to inform future funding allocation methodologies.

### Disparate Impact Criteria



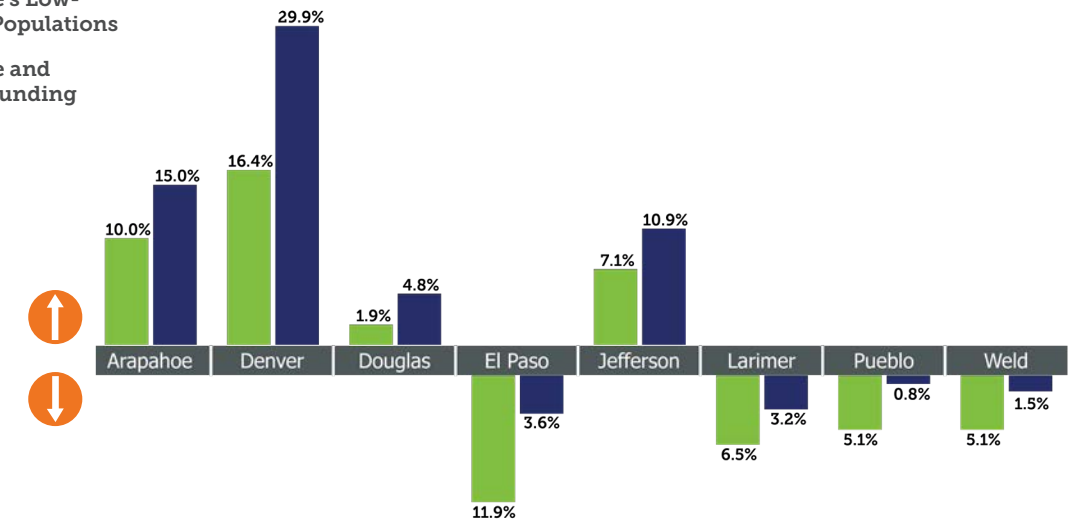
A county receives a 3 percent or higher portion of state and federal transit funding relative to their Title VI population



A county receives a 3 percent or lower portion of state and federal transit funding relative to their Title VI population

### Low-Income Populations

■ % of State's Low-Income Populations  
 ■ % of State and Federal Funding



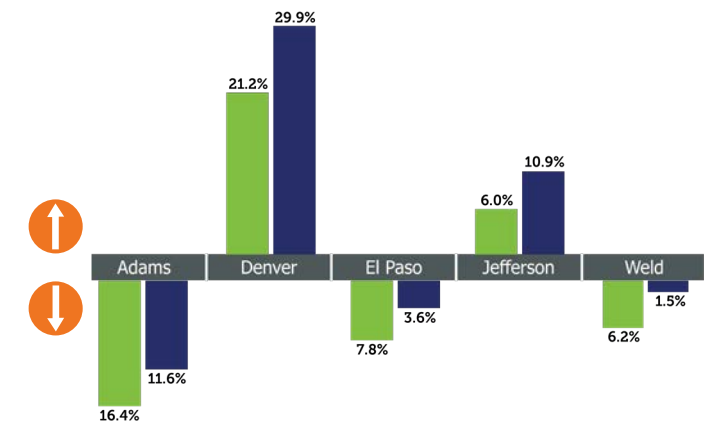
### Minority Populations

■ % of State's Minority Populations  
 ■ % of State and Federal Funding



### Limited English Proficiency Populations

■ % of State's Limited English Proficiency Populations  
 ■ % of State and Federal Funding





## Statewide Transit Financial Projections

Statewide transit operating and funding projections provide a framework for transit planning into the future. However, while planning projections are informative, they are in no way predictions of the future. Many factors influence revenue projections, including: (1) availability and allocation of federal, state, and local funds; (2) economic volatility; and (3) the rate of inflation. To provide a foundation for future planning, statewide annual operating and capital projections were developed based on 2018 NTD data and survey responses from the 2019 Statewide Transit Plan Provider Survey. Short-term events like the COVID-19 pandemic may reduce the funds available to CDOT for projects due to lower tax revenues, but will not significantly change long-range financial trajectories for rural areas. The five financial scenarios provide insights into impacts on transit capital and operating revenues from a baseline of maintaining the status quo to the potential addition of new transit funds through the planning horizon year of 2045.

### Important Considerations Relative to Financial Projections for all Scenarios:

- Assumed annual growth rates for federal funds - 2 percent; farebox revenues - 2 percent; inflation 2.8 percent
- An annual estimate of required fleet investment is included to bring all transit vehicles to a state of good repair by 2030 (based on CDOT's 2018 Transit Asset Management Plan)
- SB-267 17-267 revenue split is 25 percent/75 percent to CDOT and TPRs, respectively, with 100 percent of the TPR funding allocation going to capital improvements
- Potential new state funding is split 10 percent/90 percent to CDOT and TPRs, respectively, with a 50/50 split of the TPR funding allocations going to capital and operating projects

Definitions

### Financial Projection Scenarios

#### Scenario 1: Maintain the Status Quo

Maintains existing FTA funds, State FASTER funds, and Bustang farebox revenue

#### Scenario 2: Limited Growth

Scenario 1 plus Senate Bill 09-228 funds, CDOT Multimodal Option Funds, and Volkswagen Settlement Funds

#### Scenario 3: Growth Through 2022

Scenario 2 plus Senate Bill 17-267 approved funds

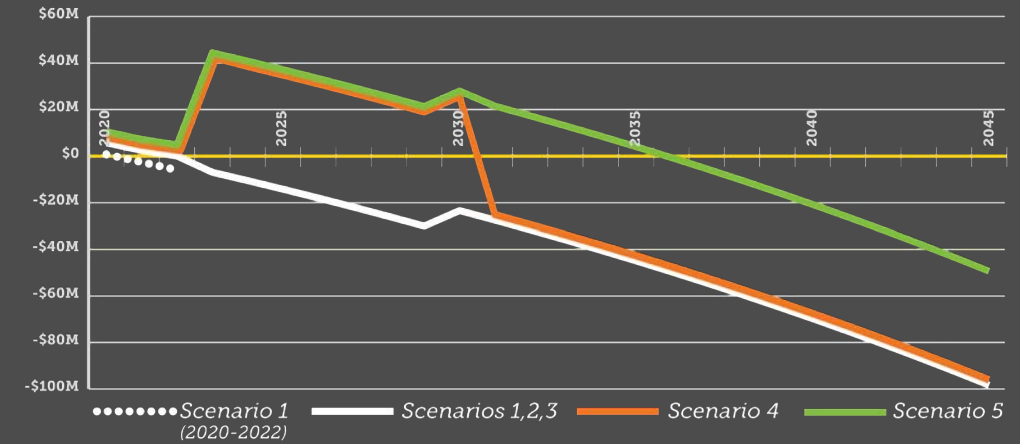
#### Scenario 4: Growth Through 2030

Scenario 3 plus \$50 million annually from potential new state funding source through 2030

#### Scenario 5: Growth Through 2045

Scenario 3 plus \$50 million annually from potential new state funding source through 2045

## Aggregate Annual Statewide Surpluses/Deficits (includes RTD and all major urban and rural providers)

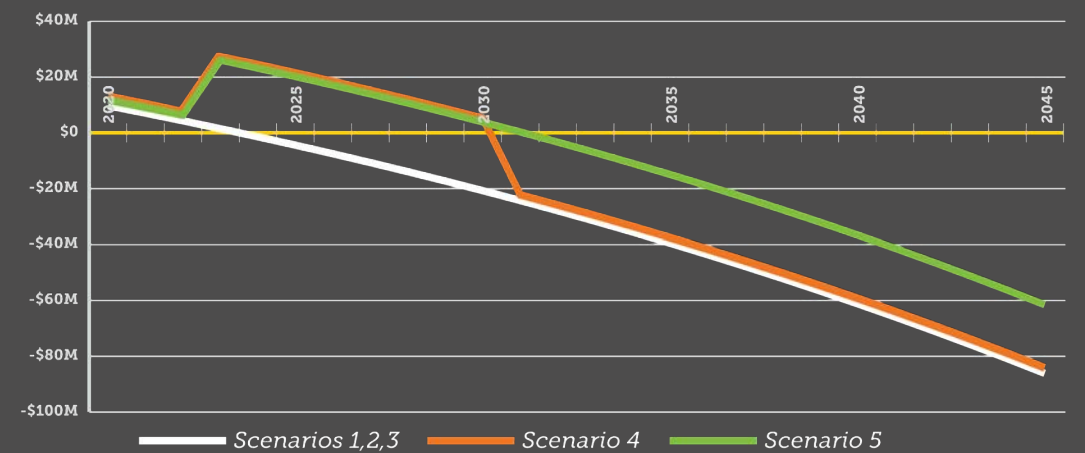


Source: CDOT

Under the Current-Law scenario (Scenario 3), Colorado is presently in deficit with respect to the amount of aggregate funding needed to maintain the level of service in prior years. This outcome is the result of two years of compounding cost inflation between 2018 (the most recent year in which FTA National Transit Database data was available) and 2020. The approximately \$7.0 million reduction in the Statewide gap from 2029 to 2030 is caused by the final retirement of the state of good repair backlog, which in 2019 stood at \$76.7 million statewide for non-major-urban providers.

In the most optimistic scenario (Scenario 5), where the \$50 million annual contribution to transit continues through 2045, the Statewide transit system's finances enter a persistent and growing deficit in 2036. The general downward trend in the Statewide transit system's projected fiscal position over time is due to the compounding effects of cost inflation assumptions for operations and capital. The \$50 million per year would need to be indexed by 8 percent per year on average after 2035 to keep up with inflationary cost pressures between 2035 and 2045.

## Aggregate Annual Rural TPR Operating Surpluses/Deficits (excludes RTD and major urban providers)



Source: CDOT

The Statewide transit system is currently breaking even from an operational perspective; however, cost inflation averaging 2.8 percent per year will erode the system's operational position over time. The forecast projects annual deficits with respect to the current operating level of service on the order of \$85 million per year by 2045 without a substantial new statewide source of funding.

Under Scenario 5, which allocates \$50 million in state funding to transit through 2045 with 50 percent of the funds allocated to operations of the non-major-urban providers, operations are sustainable until 2031. Operating funds would need to be indexed by 9.4 percent per year on average from 2031 to 2045 to keep up with statewide operating needs.



## Aggregate Rural TPR Capital Statewide Surpluses/Deficits (excludes RTD and major urban providers)



Under Scenario 3, the Statewide transit system’s capital funding sources are more abundant than the operational funding sources. However, capital funds are still not sufficient to cover the cost of replacing all transit vehicles at the end of their service lives. It should be noted that this financial projection does not account for the cost of replacing facilities or other non-vehicle capital assets over time. Therefore, the Statewide annual deficits with respect to maintaining all capital assets are greater than what is presented here.

If \$50 million in new state funding is allocated to transit through 2045 as shown in Scenario 5, the financial projection indicates that capital funds would exceed the amount needed for vehicle fleet replacement through the forecast horizon. The cumulative statewide state of good repair is in surplus in this scenario, leaving TPRs a significant pool of funds to address facilities and other non-vehicle capital needs. However, given the large projected operational deficits even in the optimistic Scenario 5, this analysis suggests consideration of increased support of operations to match operational needs over time.



## Federal and State Funding Outlook

### Federal Transit Funding

The structural inadequacy of the federal Highway Trust Fund (HTF) is well understood. Motor fuel taxes and additional truck-related taxes that support the HTF are eroding due to technological advancements in fuel economy and because gas tax is not adjusted for inflation. This threatens the current level of federal support for transit nationwide.

Colorado’s baseline financial model assumes a 2 percent annual increase in federal transit funding apportioned or awarded to transit agencies in Colorado above the baseline reported in the 2018 NTD data. If Congress can no longer sustain increases in transit funding and transit agencies receive flat federal funding through 2045, this would reduce funding to rural transit providers by a cumulative \$139 million by 2045.

### State Transit Funding

A parallel problem exists with state transportation funding allocated to transit in Colorado. Funds granted to transit through FASTER legislation provide \$15 million for transit annually; however, FASTER dollars are not indexed to inflation, minimizing overall reach of those funds over time. Additionally, while SB-267 allows an additional \$500 million annually in proceeds from lease-purchase agreements on state assets for transportation projects, only two years of lease-purchases have been executed thus far and only 10 percent of those funds are allocated to transit. SB-267 transit funding must be used on capital investment projects, and as such, does not support the current and future operating needs of providers across the State.

Additionally, state funds are allocated to transportation planning regions by population criteria and measurements of need for transit services, and stakeholders in some areas of Colorado feel that their regions are better served by highway funding than transit funding. Many agencies have a backlog of needs but do not have the resources to provide the local match needed to obtain state transit funds.



### 10-Year Federal Funding Considerations

If current obligation limitations enacted in the nation’s Consolidated Appropriations Act of 2019 grow by inflation through 2029, the Congressional Budget projects a cumulative **shortfall of \$47 billion in the national Mass Transit Account by 2029**. However, according to the Eno Center for Transportation, an immediate 3.2 cents/gallon increase in federal fuel taxes dedicated to transit would ensure the HTF Mass Transit Account’s solvency through 2030, at which point further tax increases or general fund transfers would become necessary.

### Cost Inflation

Colorado’s statewide transit projections are based on a 2.8 percent annual inflation rate. However, the actual rate of inflation could have a substantial impact on revenue projections. From now to 2045, for example, if actual annual inflation averages 3.5 percent, the Statewide fiscal position deteriorates by a cumulative \$612 million. However, if inflation averages only 2 percent, the Statewide fiscal position improves by \$572 million. The financial projections are extremely sensitive to long-term inflation and demonstrate how important it is that revenues grow proportionately with cost.



## Funding Programs & Opportunities

Federal funding through the Federal Transit Administration is the primary revenue source for transit and human services providers in the State of Colorado for both operating and capital projects in urban and rural areas. CDOT serves as the designated recipient for rural transit funds and allocates Grants for Rural Areas (5311) funding based on a Colorado-defined rural funding allocation methodology. Urbanized Area Formula Funding (5307) provides funds to designated recipients in each of the five urbanized areas across Colorado. 5307 funds can be used for transit capital and operating assistance and for transportation-related planning. CDOT allocates Bus and Bus Facilities (5339), Planning (5304), and Enhanced Mobility of Seniors & Individuals with Disabilities (5310) funds through an annual competitive grant application process open to rural and small urban providers in the State. In March 2020, the CARES Act was signed into law to provide relief funds due to the COVID-19 pandemic. This funding allocated \$30 million to rural areas. Additionally, 5311 and 5311(f) programs, used to fund Bustang and Greyhound services, also received increased funding.

Historically, limited funding has been available for operating and capital transit needs. In 2017, the State legislature approved SB-267, which allocates \$500 million in general funds for each of four years to address transportation needs. SB-267 mandates that at least 10 percent, or \$50 million, is allocated to transit capital projects annually. Twenty-five percent of the SB-267 transit funds are allocated to CDOT projects, including Bustang; approximately 50 percent of funds are to be allocated to CDOT and partner agency projects; and 25 percent of funds are allocated to local agency transit improvement projects. SB-267 is only a four-year program; for the funding to continue, the State legislature would have to approve such legislation.

Given the limited state funding for transit, many transit agencies in the State rely heavily on local funds to support their service, especially operating dollars. Alternative funding sources to support transit services locally and regionally include:

- General funds
- Lodging taxes
- Parking fees
- Property taxes
- Public-private partnerships
- Rural transportation authorities
- Sales and use taxes
- Sponsorships/donations
- Tourism taxes
- Utility taxes/fees
- Vehicle fees



### Federal Transit Administration Funding Programs

- Accelerating Innovative Mobility - 5310
- Access and Mobility Partnerships - 5310
- Bus and Bus Facilities Discretionary Program -5339(b)
- Capital Investment Grant - 5309
- Enhanced Mobility of Seniors and Individuals with Disabilities - 5310
- Grants for Buses & Bus Facilities - 5339(a)
- Grants for Rural Areas - 5311
- Human Resources & Training - 5314
- Integrated Mobility Innovation - 5310
- Low or No Emission Vehicle Program - 5339(c)
- Mobility for All Pilot Program Grants - 5310
- Mobility on Demand (MOD) Sandbox Demonstration Program - 5312
- Pilot Program for Transit-Oriented Development Planning 20005(b)
- Planning Grants - 5304
- Public Transportation Innovation - 5312
- Rural Transportation Assistance Program - 5311(b) (3)
- State of Good Repair Grants - 5337
- Technical Assistance & Standards Development - 5314(a)
- Tribal Transit Funding - 5311(c)
- Urbanized Area Formula Funding - 5307

Photo Credit: Visit Telluride



## 7. Statewide Transit Goals, Strategies, and Performance Measures

The Statewide Transit Plan goals align directly with the Statewide Transportation Plan goal areas of Mobility, Safety, and Asset Management. Each transit-goal area includes implementation strategies and discussion about performance measurement.



### Mobility Goal

A modally integrated transit system that provides local, regional, and interregional connectivity that is affordable, efficient, and easy to use.

Mobility, as related to transit - means providing options that allow people to get where they need to go. Mobility choices provide commuters with options in areas with congestion; allows for those who do not have a car or cannot drive to access jobs, goods, and services; and supports visitor trips and access to recreation across the State. Colorado's population, employment, and older adult population projections show significant growth over the next 25 years, which means that more reliable and accessible travel options will be needed. Additionally, the future of technology, air quality concerns, need for improved physical health outcomes, and continued rise of vehicle miles travelled in Colorado call for solutions that think beyond the single-occupancy vehicle.

### CDOT's Approach to Performance Measurement

CDOT's Performance Measures Framework through Policy Directive 14 (PD 14) is based on the State's goal areas of Mobility, Safety, and Asset Management. CDOT measures its progress in achieving the goals of this Plan through a series of quantitative performance measures that track progress on Mobility, Safety, and Asset Management. These performance measures are captured in PD 14 and performance reporting documents, which are included in Appendix F of the Statewide Transportation Plan.



## Mobility Implementation Strategies

### Service Enhancements and Expansion

- Maximize existing and seek new funding sources to expand interregional services to support the needs of residents, employees, and visitors
- Implement planned 2021 Outrider expansion routes; phase in other priority Outrider routes as funding allows
- Increase Bustang service frequency on I-70 and I-25
- Investigate microtransit service to support Bustang service on the I-70 corridor
- Support veterans transportation needs and expand existing Bustang service from Denver Union Station to the Veteran's Administration facility in Aurora
- Track outcomes of the FRPR study, and as funding is available, complete additional planning and design and implement service from Pueblo to Fort Collins
- Define a policy approach to support the appropriate allocation of capital and operating funds to best meet the needs of existing rural transit services and to support service expansion

### Coordination & Partnerships

- Support transit and human services agencies in rural areas to expand local and regional coordinating council activity
- Encourage coordination of services to enhance system efficiency
- Inform the public about transit opportunities locally, regionally, and statewide
- Develop and leverage private sector investments
- Encourage planning coordination with CDOT's High Performance Transportation Enterprise program to incorporate transit use in managed lanes

### Connectivity

- Implement planned mobility hub improvements in urban and rural areas; phase in other planned mobility hubs as funding allows
- Focus on bus stop and park-n-ride improvements in rural areas to support Outrider service
- Partner with local and regional agencies to integrate land use and transit into existing and future development
- Integrate bicycle and pedestrian/ADA improvements in all projects to improve access to transit
- Capitalize on roadway improvement projects by integrating transit infrastructure improvements simultaneously
- Implement "Connected Colorado" effort to provide greater connectivity between transit providers

### Technology

- Invest in transit facility infrastructure improvements to increase the appeal of transit (e.g., park-n-rides, bus stops, signage)
- Coordinate with regional partners to enhance and expand transit centers and mobility hubs across the State
- Coordinate with CDOT's Office of Innovative Mobility to support the transition to electric/alternative fuel transit fleets
- Coordinate with CDOT's Office of Innovative Mobility to test connected/autonomous vehicle technology with existing transit services
- Support transit agencies across the State as they plan for and prepare for the transition to electric/alternative fuel fleets
- Invest in technological improvements to support demand response services in the State
- Implement "Connected Colorado" effort to streamline information between providers and make data more readily available to the traveling public
- Improve the dissemination of transit information using new technology
- Implement universal ticketing across multiple public and private providers

### Mobility Performance Measures

As PD 14 was being revised at time of publication, the following categories are a representative sample of transit performance metrics. For up-to-date information about transit performance monitoring metrics, see PD 14 in Appendix F of the Statewide Transportation Plan.

1. Small urban and rural transit ridership
2. Outrider and Bustang ridership
3. Total revenue miles for Bustang and Outrider service



## Safety Goal

A resilient transit network that makes travelers feel safe and secure.

Safety is CDOT's number one priority and getting people where they need to go via transit is no exception. Safety for transit means safe behavior of users and operators and ensuring vehicles and equipment are well maintained and operating in a state of good repair. CDOT's safety goals and performance measures align with the FTA's National Public Transportation Safety Plan to improve the safety of public transportation systems in Colorado.

### Safety Implementation Strategies

- Help transit agencies maintain safe fleets, facilities, and service
- Provide guidance on safety and security measures for transit systems
- Track safety performance data per the FTA guidelines to achieve the highest practicable level of transit safety
- Invest in emergency response and preparedness measures to create a more resilient transportation system and address emerging concerns such as climate change and pandemics

### Safety Performance Measures

As PD 14 was being revised at time of publication, the following categories are a representative sample of transit performance metrics. For up-to-date information about safety performance monitoring metrics, see PD 14 in Appendix F of the Statewide Transportation Plan.

1. Track safety performance data per the FTA guidelines to achieve the highest practicable level of transit safety
2. Number of Bustang and Outrider preventable crashes
3. Track safety performance data of connected and autonomous vehicles



## Asset Management Goal

A high-quality transit system that is financially sustainable and operates in a state of good repair.

Asset management is a key factor in ensuring the safe and reliable operation of transit services in Colorado and making sure that people are able to get where they need to go. CDOT is responsible for managing assets in the State's Transit Asset Management Plan, which includes all state owned vehicles and facilities, as well as all local and regional agency assets that receive FTA funding. Maintaining assets on schedule, replacing vehicles per fleet replacement plans, ensuring that vehicles are properly stored to extend their useful lives are all critical factors in the preservation of the State's transit system.

### Asset Management Implementation Strategies

- Adhere to asset management metrics related to the State Transit Asset Management Plan
- Use the State Transit Asset Management Plan to bring the State's transit fleet to a state of good repair
- Partner with local and regional agencies to improve existing and/or build new bus storage and maintenance facilities
- Maintain Bustang and Outrider fleet in a state of good repair
- Provide support to local and regional agencies in the development/update of their Transit Asset Management Plans
- Allocate resources toward both maintaining and preserving existing facilities
- Preserve existing infrastructure and protect future infrastructure and rights-of-way to support future bus and rail transit service

### Asset Management Performance Measures

As PD 14 was being revised at time of publication, the following categories are a representative sample of transit performance metrics. For up-to-date information about asset management performance monitoring metrics, see PD 14 in Appendix F of the Statewide Transportation Plan.

1. Revenue vehicles operating in a state of good repair (based on transit fleet tracked in CDOT's Group Transit Asset Management Plan)
2. Condition of service vehicles in a state of good repair (based on transit fleet tracked in CDOT's Group Transit Asset Management Plan)
3. Condition of Bustang and Outrider vehicles in a state of good repair



## 8. Statewide Transit Plan Implementation

A key element of the larger Statewide Transportation Plan effort was the creation of a comprehensive 10-year vision for transportation in Colorado, which resulted in the 10-Year Strategic Project Pipeline. The Strategic Project Pipeline includes roadway, bridge, multimodal, and transit projects identified throughout the planning process based on data analysis, public engagement, and input from stakeholders in each planning region across the State. The Strategic Project Pipeline includes projects that are funded and planned for years 1-4 and unfunded projects that have been identified for years 5-10. With the State’s comprehensive, multimodal approach to statewide transportation planning, implementation of strategic transit projects is a critical element in helping the State reach its Mobility, Safety, and Asset Management goals and overarching statewide transportation vision.

The 10-Year Strategic Project Pipeline, included in Appendix F of the Statewide Transportation Plan, serves as the vision for transportation investment through 2030. CDOT will continue to work with its planning partners and stakeholders across the State to implement these projects if current funding opportunities from the State legislature are extended.

### Investment Strategy

Beyond the 2030 planning horizon, CDOT and transit agencies across the State still have considerable long-term transit investment needs. While the current influx of transit funds from SB-267 is helpful in the near-term, financial projections through 2045 show substantial deficits for both operating and capital based on anticipated federal funding allocations, impacts of inflation, and limited state funding.

FASTER supports transit projects with \$15 million every year based on a statutory set aside from the road safety surcharge revenue. FASTER transit dollars help maintain existing local transit systems, support interregional and regional bus transit service (Bustang and Bustang Outrider), and help determine the feasibility of a high-speed rail system in Colorado. FASTER transit funds are split between local transit grants (\$5 million per year) and statewide projects (\$10 million per year). FASTER funds are not indexed to inflation, however, and the reach of those dollars subsequently erodes over time.

New funding strategies are needed to support transit over time. These strategies could involve state legislature action or measures that would require a statewide vote. This could include new state funds approved by the legislature that provides set asides for transit, a new statewide sales tax, an increase in personal income tax, or an increase in property tax.

### Moving Transit Forward: 10-Year Strategic Project Pipeline

A variety of transit projects are included in the 10-Year Strategic Pipeline to support urban and rural needs across the State. Projects include new and expanded local, regional, and interregional services, maintenance facilities, mobility hubs, park-n-rides, and EV infrastructure.

#### Transit Projects

Years 1 - 4:	Years 5 - 10:
\$192 Million*	\$288 Million

#### 10-Year Transit Project Total

\$480 Million

\*Remaining partner and local projects still to be determined.

### NEW STATE TRANSIT FUNDING SCENARIOS

An additional \$50 million in state revenue for transit could be generated by:

1. State legislature approval of general funds for transportation with a transit set aside
2. An increase in state sales tax by 0.04%
3. An increase in personal income tax by 0.025%
4. A new statewide property tax of 0.43 mills

For scenarios 2, 3, and 4, a statewide vote would be required  
Scenario 4 would require a constitutional amendment



TO LEARN MORE:  
[YourTransportationPlan.com](http://YourTransportationPlan.com)