



Customer Experience Elevator Pilot Program

ASSESSMENT REPORT | 2024





On Sunday, March 17, 2024, RTD launched a 90-day
Customer Experience Elevator Pilot Program at three light rail stations.

ASSESSMENT REPORT

The objective of this report is to evaluate the effectiveness of the pilot program and outline a recommendation for its continuation and expansion.

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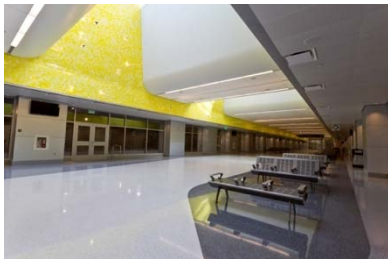
OVERVIEW

The Customer Experience Elevator Pilot (pilot) launched on Sunday, March 17, 2024, and was in place for 90 days at three light rail stations. The pilot was designed to assess the long-term feasibility and potential benefits of implementing an operational protocol at certain RTD public elevators. As part of the pilot, select elevators were reprogrammed to rest with their doors open.

Prior to the pilot's launch, it was believed that this operational adjustment would address long-standing complaints from customers while limiting unwanted and illegal activities from taking place inside RTD's elevators. The pilot is part of RTD's Crime Prevention through Environmental Design (CPTED) efforts, and it is directly aligned with the agency's Strategic Priorities of Community Value, Customer Excellence, and Financial Success.

Crime Prevention through Environmental Design

CPTED is a multi-pronged approach aimed at reducing crime and deterring offenders at stations, stops, and facilities. It is based on the principle that the proper design and effective use of the environment can lead to a reduction in the incidence and fear of crime, as well as an improvement in the quality of life. CPTED strategies rely on the ability to influence offender decisions that precede criminal acts by affecting the built and natural environment.



At RTD, recent examples of CPTED efforts include upgrading lights at rail platforms, improving landscaping, adding TV monitors that display security feeds, installing smoke detectors in public restrooms, and playing classical music in Denver Union Station's bus concourse.

PILOT OBJECTIVES

RTD aims to create and maintain a Welcoming Transit Environment and, by doing so, enhance the customer experience. In the six months leading up to the pilot's launch, between September 2023 and March 2024, RTD received hundreds of calls for service and customer complaints related to activities taking place inside the agency's elevators that impeded access and availability of those services. Based on previous reports and complaints, staff anticipated that the operational adjustment would better support a personally safe and secure, comfortable, and convenient experience for all customers.



Success Outcomes

RTD established three goals for assessing the success and effectiveness of the 90-day pilot.

1. Determine if the operational adjustment reduced the number of calls and incidents reported
2. Track if the operational adjustment yielded a decline in vandalism and damage to the elevators
3. Determine if there was a decrease in customer complaints about cleanliness

To determine if the success outcomes were met, RTD collected data, feedback, and elevator usage reports during the pilot and compared the results to previously collected statistics.

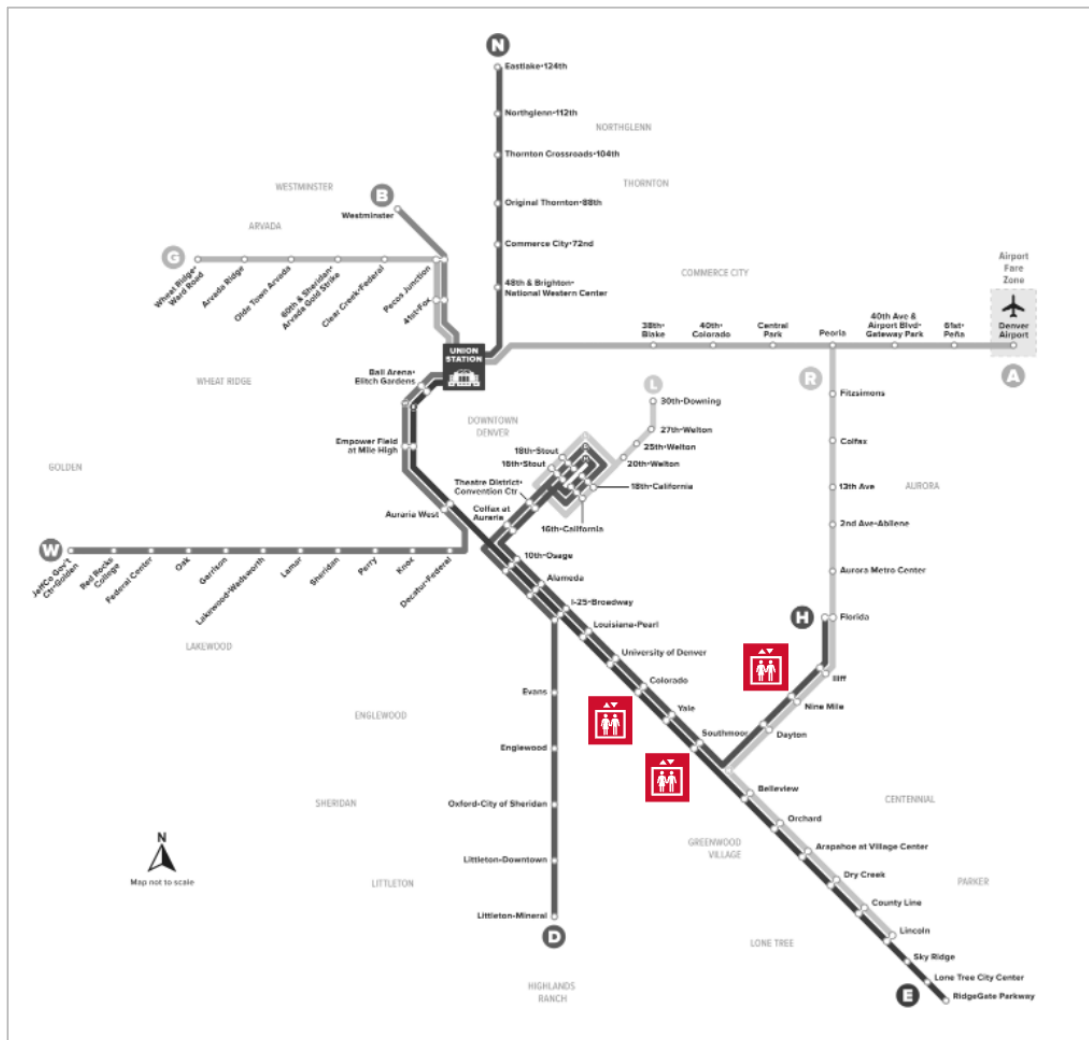
SCOPE AND ELEVATOR LOCATIONS

The pilot specifically focused on six elevators at three locations that have historically garnered a large number of customer complaints, security-related incidents, and operational disruptions due to illegal activities.

Data during the 90-day pilot was collated and compared with baseline metrics provided by RTD Transit Police (RTD-PD) prior to the pilot's launch. Additionally, earned media reports, social media engagement, and qualitative data gathered from customers was compiled.

Two elevators at each of the three locations were selected by RTD-PD for inclusion in this pilot. The locations have historically garnered a high volume of calls to police dispatch and security-related incidents related to individuals utilizing the elevator spaces for non-transportation purposes.

Location	Elevator	Rail Services
Colorado Station	Platform: North and South	E and H lines
Nine Mile Station	Platform: North and South	H and R lines
Southmoor Station	Platform: North and South	E and H lines



TIMELINE

The 90-day pilot commenced on Sunday, March 17, and concluded on Sunday, June 16, 2024. Following its official conclusion, staff fully assessed the data and metrics to compile a final report. While the report was being prepared to guide future decisions, the elevators at the three locations continued to rest with their doors in the open position. A final assessment report was issued to RTD's General Manager and CEO Debra A. Johnson on Monday, July 1, outlining staff's recommendations for its continuation and expansion.

FINANCE AND RESOURCES

Implementation Cost

The cost of implementing the pilot was negligible. RTD used a contracted elevator technician to modify the programming at the three elevator locations. In total, it took a technician three hours, resulting in a total cost of approximately \$700 to the agency.

Additionally, the agency used internal staff time and resources to create, produce, and distribute signage and promotional materials about the pilot. Elevator decals were printed and placed by agency staff near elevator doors (see Appendix A: Communications). Staff time was also spent drafting releases, posting content on social media, creating digital assets, and compiling data and feedback.

ELEVATOR MONITORING EQUIPMENT

Ahead of the pilot's launch, RTD installed monitoring equipment to provide the agency with real-time data, outage alerts, and predictive maintenance recommendations. Two types of monitoring systems were installed and used during the pilot. At Southmoor Station, RTD used Kone 24/7 Connected Services, and Knaq was used at Colorado and Nine Miles stations.

COMMUNICATIONS AND OUTREACH

To ensure employees, customers, stakeholders, and the public were well aware of the operational adjustment, RTD utilized a number of communications and outreach tactics. The efforts focused on providing an overview of the pilot's objectives, educating customers about the adjustment, correcting misperceptions that the elevators were not operational, and communicating the pilot's results at its conclusion. For a breakdown of the communications-related assets and metrics, see Appendix A: Communications.

Category	Tactic	Audience	Date(s)
Internal Communications	Board Memorandum	Board of Directors	March
	Leadership Team Notice	Leadership Team	March
	Inside Connections	All Employees	March, April, May, and June
	Hot Sheet	Frontline Employees	March, April, May, and June
	Public Information Displays	All Employees	March, April, May, and June
	Dialogue with Debra Employee Forum	All Employees	March and May
Customer Care	Service Alerts	Customers	March, April, May, and June
	Talking Points and Telephone Agent Scripts	Customers	March, April, May, and June
	Social Media Response Content	Customers and Public	March, April, May, and June
Public and Media Relations	News Release and Media Interviews	Media and Public	March
	Social Media Posts	Customers and Public	March, April, May, and June
	News Stop Article	General	March
	Talking Points and Outreach Presentations	Stakeholders	March, April, May, and June
	Read-n-Ride	Customers	March
	Stakeholder Update Email	Stakeholders	March
	"3 Things to Know" Feature	Customers and Public	March
	Photos and B-Roll Video	General	March
Marketing	Elevator Signage and Decals	Customers	March
	Digital Assets and Social Graphics	Employees and Customers	March
	Website Updates	Customers and Public	March

ELEVATOR USAGE

During the 90-day pilot, RTD deployed elevator monitoring equipment to track the total number of trips at each location. The data in the table below reflects the daily average for trips.

Location	Elevator	Rail Services	Average Daily Trips
Colorado Station	Platform	E and H lines	North Elevator: 510 South Elevator: 530
Nine Mile Station	Platform	H and R lines	North Elevator: 890 South Elevator: 1,010
Southmoor Station	Platform	E and H lines	North Elevator: 770 South Elevator: 770

MAINTENANCE CALLS

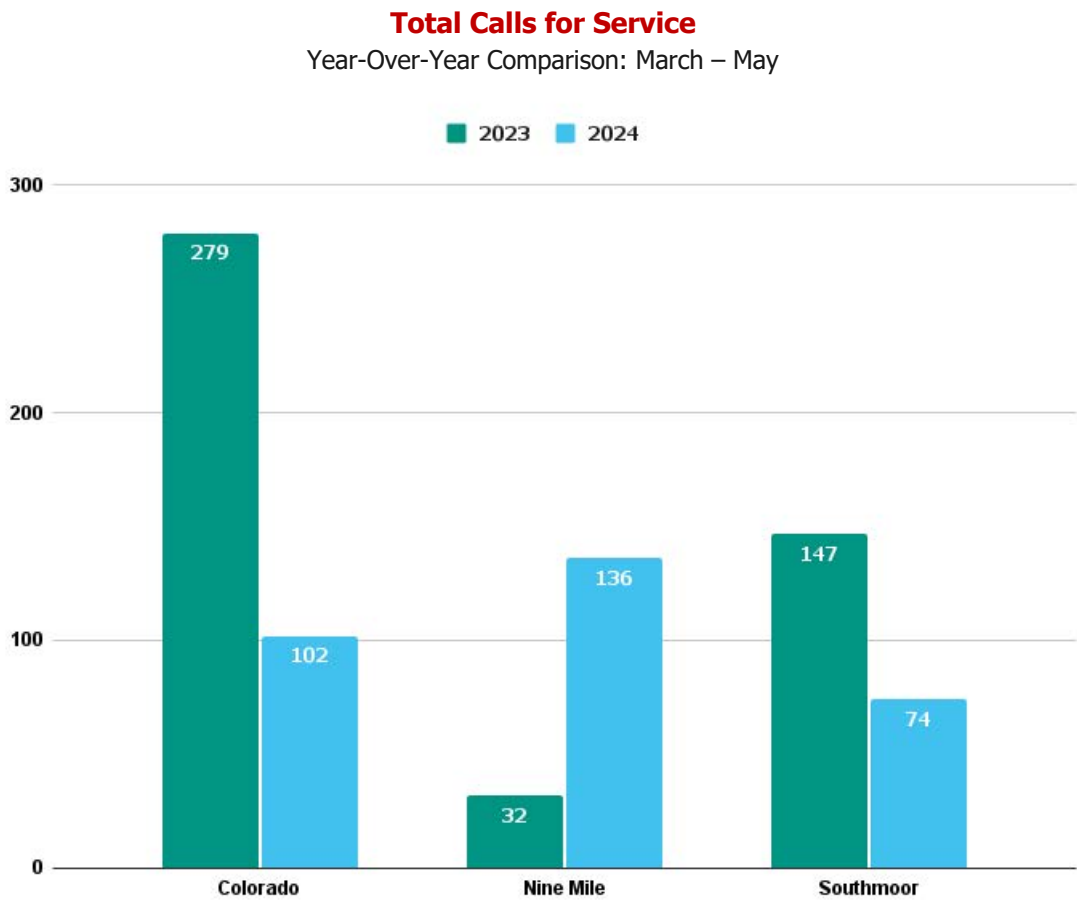
RTD tracked the number of maintenance-related calls (callouts) during the pilot. The table includes a year-over-year comparison of callouts and associated costs.

Location	2023 Callouts	2024 Callouts	Notes
Colorado Station	North Elevator: 1 South Elevator: 5	North Elevator: 3 South Elevator: 1	During the pilot, RTD received a callout for broken glass; the replacement cost was \$1,390
Nine Mile Station	North Elevator: 9 South Elevator: 2	North Elevator: 7 South Elevator: 3	During the pilot, RTD spent \$6,175 on maintenance costs; in 2023, \$6,585 was spent during the same window
Southmoor Station	North Elevator: 2 South Elevator: 1	North Elevator: 2 South Elevator: 5	During the pilot, RTD received a callout for broken glass; the replacement cost was \$1,755

CALLS FOR SERVICE METRICS

Calls for Service are requests made by RTD employees, customers, public, or other agencies for police assistance. The calls can come through various channels, including calls to 911 or RTD’s dispatch center, the Transit Watch mobile app, and officer-initiated actions or observances. Calls for Service can cover a wide range of situations, including but not limited to reporting crimes in progress, requesting assistance for medical emergencies, seeking help for disturbances, reporting suspicious behavior or activity, and requesting welfare checks. At RTD, all calls are logged and categorized by type.

The following Calls for Service statistics were collected and provided by RTD-PD. The year-over-year comparisons are further subdivided by elevator location and timeframe. It is important to note that the elevators at Nine Mile Station were intermittently out of service and not operational between March and May 2023.



- Notes**
- 1. Between March and May 2023, the elevators at Nine Mile Station were intermittently out of service and not operational.
 - 2. Not all reported incidents occurred inside an elevator. The Call for Service received may mention the station’s elevator, but the incident occurred adjacent or near it.
 - 3. The 90-day pilot was in place between March 17 – June 16, 2024. The data in this assessment report reflects a year-over-year comparison of March 1 – May 31, which aligns with RTD’s existing data reporting process by calendar month.

Colorado Station

Year-Over-Year Comparison: March – May

Call Type	2023	2024	% Change
Assault	0	0	0.0%
Assault On Transit Worker	0	0	0.0%
Criminal Mischief	0	1	100.0%
Customer Complaint	0	0	0.0%
Disorderly Conduct	8	3	-62.5%
Domestic Dispute	0	0	0.0%
Elevator Entrapment	0	0	0.0%
Fire	2	2	0.0%
Graffiti	6	1	-83.3%
Harassment	0	0	0.0%
Lewd Conduct	1	0	-100.0%
Loitering	27	3	-88.9%
Medical	7	2	-71.4%
Menacing	0	1	100.0%
Narcotics Activity	211	79	-62.6%
Public Urination	1	0	-100.0%
Robbery	1	0	-100.0%
Sexual Assault	0	0	0.0%
Suspicious Incident	2	2	0.0%
Threats	2	0	-100.0%
Trespassing	4	1	-75.0%
Weapons Possession	0	0	0.0%
Welfare Check	7	7	0.0%
Total	279	102	-63.4%

Notes

1. Not all reported incidents occurred inside an elevator. The Call for Service received may mention the station's elevator, but the incident occurred adjacent or near it.
2. The 90-day pilot was in place between March 17 – June 16, 2024. The data in this assessment report reflects a year-over-year comparison of March 1 – May 31, which aligns with RTD's existing data reporting process by calendar month.

Nine Mile Station

Year-Over-Year Comparison: March – May

Call Type	2023	2024	% Change
Assault	0	0	0.0%
Assault On Transit Worker	0	1	100.0%
Criminal Mischief	0	0	0.0%
Customer Complaint	2	1	-50.0%
Disorderly Conduct	1	4	300.0%
Domestic Dispute	0	1	100.0%
Elevator Entrapment	0	1	100.0%
Fire	1	1	0.0%
Graffiti	0	8	800.0%
Harassment	0	0	0.0%
Lewd Conduct	0	0	0.0%
Loitering	4	6	50.0%
Medical	0	10	1,000.0%
Menacing	0	0	0.0%
Narcotics Activity	23	85	269.6%
Public Urination	0	0	0.0%
Robbery	0	0	0.0%
Sexual Assault	0	0	0.0%
Suspicious Incident	0	3	300.0%
Threats	0	0	0.0%
Trespassing	1	4	300.0%
Weapons Possession	0	2	200.0%
Welfare Check	0	9	900.0%
Total	32	136	325.0%¹

Notes

- Between March and May 2023, the elevators at Nine Mile Station were intermittently out of service and not operational. These outages caused the elevators to be closed to the public for periods last year, impacting the year-over-year comparison.
- Not all reported incidents occurred inside an elevator. The Call for Service received may mention the station's elevator, but the incident occurred adjacent or near it.
- The 90-day pilot was in place between March 17 – June 16, 2024. The data in this assessment report reflects a year-over-year comparison of March 1 – May 31, which aligns with RTD's existing data reporting process by calendar month.

Southmoor Station

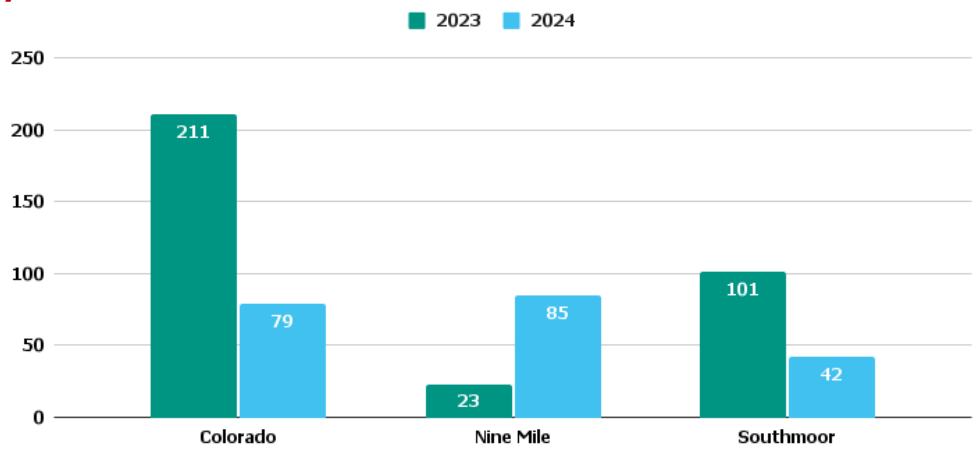
Year-Over-Year Comparison: March – May

Call Type	2023	2024	% Change
Assault	1	0	-100.0%
Assault On Transit Worker	0	0	0.0%
Criminal Mischief	0	0	0.0%
Customer Complaint	4	1	-75.0%
Disorderly Conduct	0	1	100.0%
Domestic Dispute	1	2	100.0%
Elevator Entrapment	1	1	0.0%
Fire	1	1	0.0%
Graffiti	0	4	400.0%
Harassment	2	0	-100.0%
Lewd Conduct	0	0	0.0%
Loitering	17	2	-88.2%
Medical	4	6	50.0%
Menacing	0	0	0.0%
Narcotics Activity	101	42	-58.4%
Public Urination	1	1	0.0%
Robbery	0	0	0.0%
Sexual Assault	0	1	100.0%
Suspicious Incident	3	2	-33.3%
Threats	1	0	-100.0%
Trespassing	2	4	100.0%
Weapons Possession	0	0	0.0%
Welfare Check	8	6	-25.0%
Total	147	74	-49.7%

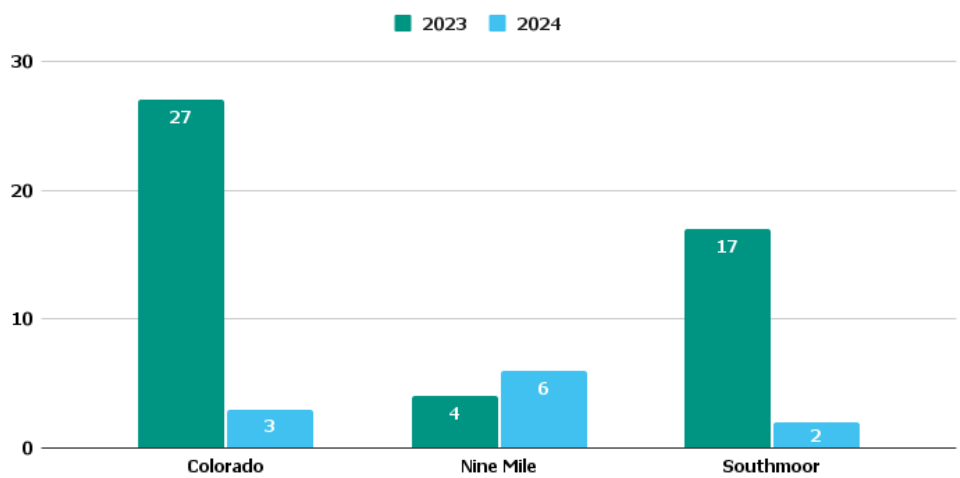
Notes

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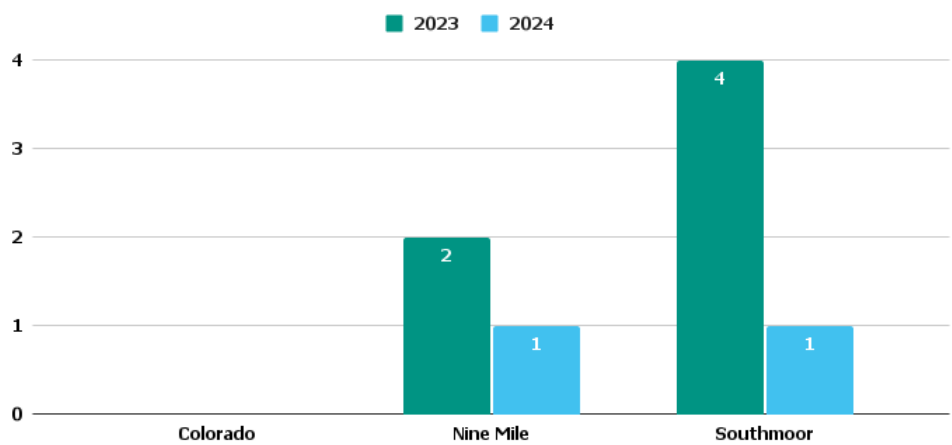
Narcotics Activity



Loitering



Customer Complaints



Notes

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- 3. The 90-day pilot was in place between March 17 – June 16, 2024. The data in this assessment report reflects a year-over-year comparison of March 1 – May 31, which aligns with RTD’s existing data reporting process by calendar month.

ASSESSMENT SUMMARY

RTD staff feel strongly that the pilot was successful and met its outlined objectives and success outcomes. In 2023, RTD established the Strategic Initiative of Welcoming Transit Environment. This initiative specifically focuses on (1) reducing the impacts of criminal behaviors and Customer Code of Conduct violations, (2) improve community and employee concerns related to personal safety and security, and (3) create an overall transit environment that provides a safe, convenient, and enjoyable experience for all customers and employees. The Customer Experience Elevator Pilot Program directly supported this initiative, and the results sustain its continuation and expansion to other elevator locations.

After reviewing the data for the six elevators at the three locations, it is apparent that the operational adjustment was successful. Southmoor and Colorado stations saw a 58.7% combined reduction in total calls for service. Although Nine Mile Station experienced a gain in calls for service, it is important to note that the elevators at Nine Mile Station were intermittently out of service between March and June 2023. These outages caused the elevators to be closed to the public for periods of time last year, impacting the year-over-year comparison. The largest percentage increases in calls at Nine Mile Station were due to medical incidents and welfare checks.

RTD's recently conducted 2024 employee survey also reflects positive gains in employee opinions and perspectives. The employee survey, which was conducted during the elevator pilot, saw a 21-point year-over-year increase in employees indicating that they feel safe from crime in the work environment.

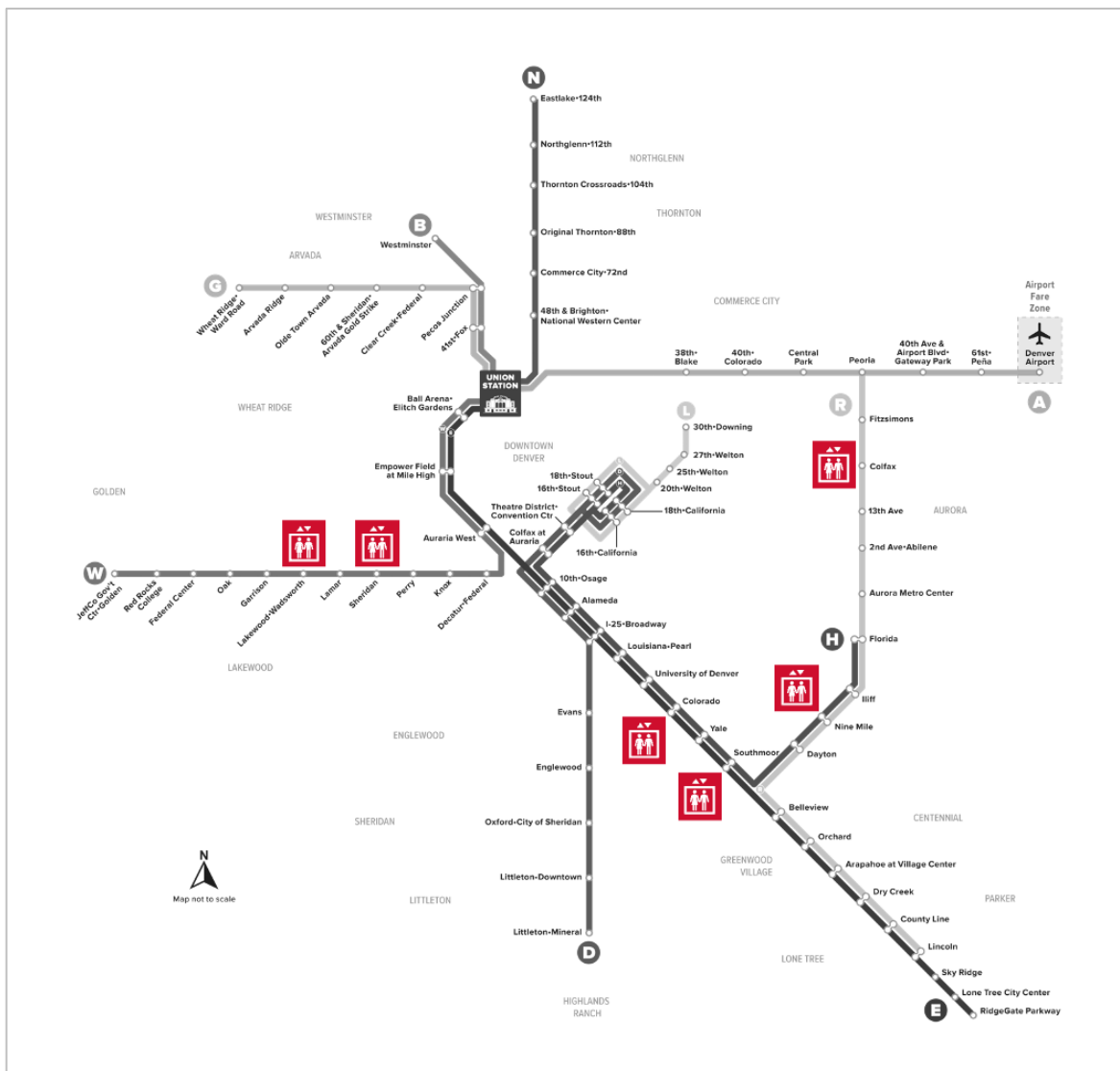
EXPANSION RECOMMENDATION

Due to the pilot's positive results, staff is recommending that the elevators at Colorado, Nine Mile, and Southmoor stations maintain their operational adjustment permanently. It is also recommended that the program be immediately expanded to Colfax, Lakewood•Wadsworth, and Sheridan stations.

Expansion Cost

RTD owns and operates a total of 79 public-facing elevators. Of the 79 elevators, eight will need further investigation to determine if it is feasible to reprogram them to support the operational adjustment in the future. Expanding the pilot to all public-facing elevators will result in a total cost of approximately \$61,350.

Location	Elevator	Rail Service(s)	Recommendation
Colfax Station	Platform	R Line	Expand
Lakewood•Wadsworth Station	Platform	W Line	Expand
Sheridan Station	Platform	W Line	Expand



APPENDIX A: COMMUNICATIONS


Social Media Engagement

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Published Post Performance Summary
View your key aggregated tag performance metrics from the publishing period.

Impressions	Engagements	Engagement Rate (per Impression)	Post Link Clicks
10,609 –	448 –	4.2% –	47 –

Social Media Post Example




RTD

@RideRTD

Elevating the transit experience at Southmoor, Colorado, and Nine Mile stations with a new pilot program starting on March 17. Doors will stay open until a selection is made. Safety and customer satisfaction are our priorities. rtdden.co/3Pp4YFY

Customer Experience Elevator Pilot Program



11:55 AM · Mar 15, 2024 · 6,406 Views

Customer Experience Elevator Pilot Program | Assessment Report
March – June 2024

17

Elevator Decal Sign

Customer Experience Elevator Pilot Program
Experiencia del cliente Programa piloto de ascensores



This is a **Working Elevator**

To create a more welcoming transit environment, the elevator doors will remain open in the resting position and close after a selection is made.

Este es un ascensor en funcionamiento

Para crear un ambiente de tránsito más acogedor, las puertas del ascensor permanecerán abiertas en la posición de reposo y se cerrarán después de realizar una selección.

303.299.6000



rtd-denver.com

Print Signage

Customer Experience Elevator Pilot Program Experiencia del cliente Programa piloto de ascensores



This is a Working Elevator

To create a more welcoming transit environment, the elevator doors will remain open in the resting position and close after a selection is made.

Este es un ascensor en funcionamiento

Para crear un entorno de acceso más acogedor, las puertas del ascensor permanecerán abiertas en posición de reposo y se cerrarán después de realizar una selección.



303.299.6000
rtd-denver.com

News Release

March 15, 2024



Regional Transportation District

1660 Blake Street
Denver, Colorado 80202

News Release

FOR IMMEDIATE RELEASE

Phone: 720.326.7311

Email: mediarequests@rtd-denver.com

RTD launching elevator pilot program to address illegal activities

Elevators at three locations will be reprogrammed to rest with doors open as part of the 90-day pilot

DENVER (March 15, 2024) — The **Regional Transportation District (RTD)** will launch a 90-day pilot program on Sunday, March 17, at select elevator locations in an effort to limit illegal activities and address long-standing complaints from customers. As part of this pilot, three elevator locations at high-usage rail stations will be reprogrammed to rest with their doors open.

The elevator doors at Nine Mile, Colorado and Southmoor stations will remain open until a destination floor is selected, close before the elevator is in motion, and remain open at all other times.

"Since January 2022, RTD has had a laser focus on creating a welcoming transit environment that yields a pleasant and seamless customer experience," said Debra A. Johnson, RTD General Manager and Chief Executive Officer. "I am confident that this pilot program will provide customers with a greater sense of personal safety and security, knowing that the agency's infrastructure is being used for its intended purpose."

The operational adjustment is part of RTD's Crime Prevention through Environmental Design (CPTED) activities across the entire system. Over the last year, RTD has upgraded lights, improved landscaping, added TV monitors that display security feeds, and installed smoke detectors in public restrooms across its service area. CPTED is a multi-pronged approach aimed at reducing crime and deterring offenders at stations, stops, and facilities.

"Every month, RTD receives hundreds of calls for service and customer complaints related to unwanted and illegal activities taking place inside our elevators," said Dr. Joel Fitzgerald Sr., Chief of Police and Emergency Management. "These activities not only impede customer access to RTD's services but also obstruct our efforts to create a welcoming transit environment. Setting elevators to a default open status dissuades usage to anything other than what is intended."

In January and February of this year, RTD received more than 350 reports of less-than-optimal conditions for these three stations.

Through mid-June, RTD will closely monitor calls for service, customer comments, and reports of unwanted activities occurring in and around the elevators included in the pilot. All data gathered will be collated and compared with baseline metrics provided by RTD Transit Police (RTD-PD) prior to the pilot's launch. Additionally, qualitative data will be gathered from customers to better understand their experience.

RTD will use the data comparisons to determine if there are a reduction in calls and incidents reported, a decline in vandalism and damage to the elevators, and a decrease in customer complaints about cleanliness. The agency will then fully assess the pilot's effectiveness and overall customer impact. Results of the assessment will be used to determine if the pilot should continue at the three locations, along with expanding the program to additional elevators across the agency's system.

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RTD elevator doors will stay open at 3 busy stations

Denver news

To "limit illegal activities," RTD elevator doors will stay open at three stations as part of public safety pilot program

The program will start on Sunday.



Rebecca Tauber Mar 15, 2024, 4:50 pm

2 min read



An RTD train stops at Southmoor Station in between-25 and the Southmoor Park neighborhood, Feb. 19, 2022.

Kevin J. Beatty/Denverite

Elevators at three RTD stations will perpetually stay open when not in use as part of a new public safety pilot program.

The program kicks off Sunday at Nine Mile, Colorado and Southmoor stations and runs through mid-June.

RTD launching elevator pilot program to address illegal activities

Posted: March 15 2024 9:36 AM MDT

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Hundreds of RTD riders report illegal activities in elevators. A test starting Sunday may deter crime.

RTD elevator doors will stay open at 3 busy stations



RTD bus and train riders hustle through Union Station on June 28, 2023, at a time when agency officials promoting transit as a way to reduce air pollution but raised concerns that safety and drug issues would ruin riders' experiences. (Photo by Grace Smith/The Denver Post)



By BRUCE FINLEY | bfinley@denverpost.com | The Denver Post

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RTD aims to combat crime in its elevators

News / Mar 15, 2024 / 03:30 PM MDT

The Regional Transportation District said it receives hundreds of complaints about illegal activities inside its elevators, and a new program aims to combat that. FOX31's Matt Manno has details on the pilot.



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RTD launches elevator pilot program to address illegal activities

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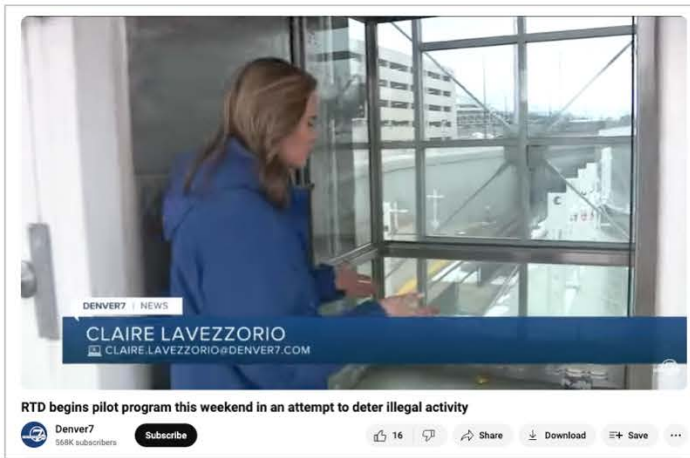
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The pilot program is part of a Crime Prevention through Environmental Design strategy. Photo - RTD

Denver's Regional Transportation District (RTD) has launched a 90-day pilot program at select elevators to limit illegal activities and address long-standing complaints from riders.

As part of the pilot, three elevators at high-usage rail stations — Nine Mile, Colorado and Southmoor — will be reprogrammed to rest with their doors open until a



LOCAL NEWS

RTD knows people do illegal things in its elevators. It has a plan to combat that

by: Heather Willard

Posted: Mar 15, 2024 / 12:39 PM MDT

Updated: Mar 16, 2024 / 08:48 AM MDT

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DENVER (KDVR) — The Regional Transportation District said it receives hundreds of complaints about illegal activities taking place inside its elevators, and a new program is hoping to combat that.

Sometimes, buses, trains and facilities become havens or gathering points for unhoused or drug-addicted communities.

RTD is launching a pilot program at three elevator locations to "limit illegal activities and address long-standing complaints from customers." The elevators at the Nine Mile, Colorado and Southmoor stations will be reprogrammed to rest on each floor with the doors open.

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Unless the elevator is in motion, the door will remain open, according to RTD.

"Every month, RTD receives hundreds of calls for service and customer complaints related to unwanted and illegal activities taking place inside our elevators," said Joel Fitzgerald Sr., chief of police and emergency management, in a release. "These activities not only impede customer access to RTD's services but also obstruct our efforts to create a welcoming transit environment. Setting elevators to a default open status dissuades usage to anything other than what is intended."

THE DENVER POST

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RTD operators on Sunday will start leaving elevator doors open at three busy rail and bus stations in a test to try to reduce rampant drug use, urination and other illegal activities inside elevators.

Elevators at the Nine Mile station in Aurora, the Colorado station southeast of where Interstate 25 meets Colorado Boulevard, and the Southmoor station in southeast Denver will be reprogrammed to rest with doors open, RTD manager Debra Johnson announced Friday.

"I am confident that this pilot program will provide customers with a greater sense of personal safety and security," Johnson said in a news release.

Hundreds of times a month, RTD bus and light rail train riders call for help and make complaints about unwanted and illegal activities inside elevators, RTD officials said. In January and February, RTD operators received more than 350 reports of problems in elevators at those three high-use stations. Problems in and around elevators included homeless people camping and vandalism.

"These activities not only impeded customer access to RTD's services but also obstructed our efforts to create a welcoming transit environment," RTD's chief of police and emergency management Joel Fitzgerald said in the news release. "Setting elevators to a default open status dissuades usage to anything other than what is intended."

The pilot project aligns with broader agency efforts to reduce and prevent crime by improving lights and landscaping, installing smoke detectors in restrooms, and increasing TV monitoring screens that show images from surveillance cameras.

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