

BOARD OF DIRECTORS REPORT



To: David Genova, General Manager
From: Heather Copp, Chief Financial Officer
Date: September 20, 2016
Subject: 2017–2022 Strategic Budget Plan (SBP)

Date: September 20, 2016		
Board Meeting Date: September 27, 2016		
ACTION	DISCUSSION	INFO
X		

RECOMMENDED ACTION

It is recommended by the Financial Administration and Audit Committee that the RTD Board of Directors adopts the 2017-2022 Strategic Budget Plan (SBP).

This action item meets policy requirements and the General Manager’s goals of Fiscal Sustainability/Financial Plan by effecting current and long-range budgeting in a timely manner.

POLICY REFERENCE

Fiscal Policy Statement – Capital Improvement Policies 1, Budget Policies 13 and 14

BACKGROUND

Capital Improvement Policy 1 of RTD’s Fiscal Policy Statement states that *“On an annual basis, RTD will prepare and update annually a six-year Strategic Budget Plan (SBP) including projected capital construction and improvements, service levels and operating costs, and revenues to fund the capital and operating programs.”*

The SBP is RTD’s six year financial plan. Updated annually, it provides important cash flow planning information used to determine the District’s operating, investing and financing activity as well as services that the District can provide using projected financial resources. The first year of the SBP serves as the basis for the preparation of the annual budget.

Each year during the SBP process, operating costs are estimated and capital projects are developed to support the goals and objectives of the District. Estimates of other expenditures, such as principal and interest payments on long-term debt, are also developed as part of the overall costs to the District. The other major component of the SBP is the estimate of available revenues during the six-year time period. These estimates of costs and revenues are brought together to insure that RTD will have adequate resources to meet cash flow needs.

Per RTD Fiscal Policy Statement, RTD will contract with a qualified third party to provide sales and use tax forecasting containing projections for the short term (one year), medium term (SBP) and long term (FasTracks APE). RTD has contracted with the University of Colorado-Leeds School of Business for this service. See “sales and use tax” in Discussion below.

Capital and operating/maintenance projects are evaluated based on their relative costs and benefits, relative need, and to what extent they meet the RTD mission statement; projects are constrained to operate within the forecast of revenues and funding sources available for their completion and operation.

The SBP also provides the basis for the District's application for federal transit funding through the Transportation Improvement Program (TIP), prepared by the Denver Regional Council of Governments. The TIP is a list of all roadway and transit projects in the region that receive federal funding. RTD cannot receive federal funds for projects unless the qualifying SBP projects are included in the TIP.

The 2017-2022 SBP includes service and projects funded from the Base System 0.6% sales and use taxes. Projected FasTracks future expense and projects for the period 2017-2022 are presented separately in the FasTracks financial plan.

DISCUSSION

The attached SBP incorporates the 2016 amended budget and includes all known adjustments and best estimates at this time. The SBP was presented to the Financial Administration and Audit Committee on August 9th for discussion; final presentation follows on September 20th with staff recommendation for Board adoption on September 27th.

Exhibit I

Exhibit I (attached) summarizes the 2017-2022 projected cash flow through the extension of the 2016 Amended Budget. The column titled "Adjusted Amended Budget 2016" in Exhibit I incorporates revenue and expense adjustments approved in the Amended Budget and by amendment to the Amended Budget, and subsequent known items.

The SBP is balanced through the six year period after incorporating into the projections 1) the March sales/use tax forecast from CU-Leeds School of Business, 2) minimum/must-have SBP requested projects including minimum fleet requirements, 3) reductions, eliminations or deferrals of non-critical SBP requested projects, 4) use of the Capital Acquisition reserve fund to support planned fleet purchases, 5) restoration of reserve funds, and 6) no new debt issued. No service reductions are proposed in the SBP through this period.

Exhibit I summarizes the 2017-2022 projected cash flow activity based on the staff recommendation incorporating the following:

➤ Revenue estimates:

- Fare revenue of \$117.5 million in 2017 is projected to be unchanged from 2016. The year 2016 is budgeted to have an 8% fare revenue increase due to the fare rate restructure and increase. Future fare revenue increases are planned for 2019 and 2022 per the Board policy of consideration of a 10% fare rate increase every 3 years. After 2016, which contains a 1.5% ridership increase, the SBP conservatively assumes no increase in ridership through 2022. (Line 1)
- Sales and use tax incorporates the March semi-annual update from the CU-Leeds School of Business for the years 2016-2022. The year 2016 is budgeted using the low growth Below-Trend forecast and years 2017-2022 is projected using the medium growth Baseline forecast. (Line 2)
 - CU-Leeds presents probabilistic high and low forecast bounds in their forecasts that incorporate possible errors, computed as 67% confidence bounds, meaning

that a 0.67 probability exists that the interval between low and high forecast values will contain the actual value of the variable being predicted. The upper bound estimate is 6.8% higher than the medium baseline forecast. This shows that it is not impossible or unrealistic that revenue could grow somewhat strongly over the next 2 years. Likewise, economic threats pose downside risk to the forecast with a 6.8% lower bound.

- Grant revenue estimates are based upon past trends, formula allocations, known proceeds, and recent congressional actions. Amounts are escalated at the area Consumer Price Index (CPI) (obtained from Moody's) or as identified. (Line 3)
- Other income consists of on-going advertising revenue, joint venture revenue, and IGA and miscellaneous rental income, escalated at the CPI beginning in 2017. (Line 4)
- Operating expenses (excluding depreciation):
 - Operating expenses are increased at area CPI rates and then adjusted for known items and necessary reductions. The area CPI rates follow: (Line 6)

2017:	3.0%
2018:	3.1%
2019:	3.0%
2020:	2.7%
2021:	2.7%
2022:	2.7%
 - Service increase consists of the cost of new CMAQ-funded service projects to be operated by RTD in years 2016-2019 to include service enhancements on Routes L and 324, Route 73 extension, Superior and Broomfield call-n-Ride services, and Anschutz Medical Campus Shuttle. These services are included in the DRCOG TIP. RTD costs will be reimbursed in full by CMAQ grant funds and contributed funds from the applicable municipalities. Determination will be made in future years whether to continue such service at RTD's cost. (Line 7)
 - Costs of operating the West Line, DUS Bus Concourse, Free MetroRide I-225, the H-Line extension and SERE are allocated from Base to FasTracks based on resource drivers on a full-allocation basis in years 2017-2022, and thus, Base total expenses are reduced by the amount of the allocation. In years prior to 2017, the allocation was made on an incremental basis, to be changed to full allocation including administrative and support costs beginning in 2017. (Line 8)
 - Expenses include the Collective Bargaining Agreement at a negotiated amount through 2017 plus an adjustment at the CPI in to capture current higher costs, and then escalated at the CPI rate for 2018-2022. (Line 9)
 - Diesel fuel is forecast at an estimated lock price of \$2.00/gallon in 2017 and then escalated at the national CPI rates as follows: (Line 10)

2018:	3.0%
2019:	2.8%
2020:	2.5%
2021:	2.3%
2022:	2.3%
 - Gasoline is forecast at \$2.65/gallon in 2017 based on recent average prices plus an upward adjustment, and then escalated at the national CPI rates above. (Line 10)
 - In the line item for expense projects (O&M), the following are included: 1) specifically identified minimum/must-have operating and maintenance projects (also termed

- “expense projects”), detailed in Exhibit III, 2) an amount for new operating projects brought into the SBP based on available cash flow; specific projects will be determined from the deferred project list in Exhibit IV. (Line 11)
- The FasTracks service increase, or “rubber tire” service based on the 2004 FasTracks Financial Plan whereby FasTracks will fund enhanced bus service on the Base System, increases by the CPI rate serially each year. (Line 12)
- Interest income is based on current yields adjusted for expected changes in investable balances and forecasted interest rates per forward rate curves. (Line 15)
- Interest expense is calculated by individual debt instruments outstanding during each year (for current debt and future debt as applicable) by using debt amortization schedules. Interest expense is forecast only on existing debt balances because the plan assumes no new debt issued through 2022. (Line 16)
- In the line item for capital expenditures, the following are included: 1) specifically identified minimum/must-have capital projects plus the minimum required new fleet, detailed in Exhibit II; dollar amounts of the new fleet will be determined so as not to exceed cash flow constraints determined in the SBP model, 2) an amount for new capital projects brought into the SBP based on available cash flow; specific projects will be determined from the deferred project list in Exhibit IV, and 3) COP- or bond-funded carry-forward capital expenditures. (Line 19)
- The Fiscal Policy Statement establishes a Board-appropriated fund and capital replacement fund.
- Staff recommends that funding of the Board-appropriated fund be maintained at a minimum of \$3 million each year until the fund reaches a balance of \$35 million, projected to occur in 2021. (Lines 20 and 33)
 - Staff recommends that the capital replacement fund be refunded nominally to \$2.7 million in 2017 per available cash flow, used in years 2018-2020 for fleet purchases, then replenished to \$20 million in 2021 and the entire balance used to support fleet expenditures in 2022. Per the 2016 Amended Budget, the capital replacement fund was used in its entirety in 2016 for fleet acquisition. (Lines 21 and 34)
- The Fiscal Policy Statement in Fund Balance Policy 4 allows for the designation of an unrestricted operating fund used to respond to unanticipated events, including revenue shortfalls. The unrestricted operating reserve is established in 2017 and funded with available cash flow. The plan will apply available dollars toward the operating fund so it reaches a minimum \$25 million in 2020, and reaches \$46.4 million in 2022. (Lines 22 and 35)
- The Board-appropriated fund and unrestricted operating reserve fund (and not the capital acquisition fund) in total are projected to reach \$81.4 million in 2022.
- A placeholder is established for Transfer to FasTracks for Base System support of FasTracks operations. Any transfer to FasTracks is not expected to occur until after 2022. (Line 23)
- Financing proceeds represent COPs issued for bus and light rail vehicle acquisition in accordance with fleet schedules, net of grant funding and use of capital acquisition fund. No new debt is issued during the SBP term in order to maintain required debt service coverage. (Line 25)

- Principal payments on debt are derived from individual debt instruments outstanding during each year (for current debt and future debt as applicable) by using debt amortization schedules. Principal payments are forecast only on existing debt balances. (Line 26)
- Other line items consist of the roll-over of the unrestricted fund ending balance at 12/31/15, estimated changes to restricted reserves, and the use of previously-issued COP-bond proceeds for future year capital expenditures. (Lines 29, 30, and 31)
- The SBP is balanced during the six-year period as shown by the positive unrestricted year-end fund balance. The objective is to maintain a nominal unrestricted year-end fund balance of \$2 million each year through 2022 while supporting a minimum critical level of capital and expense projects and building reserve fund balances. (Line 32)

Exhibit II

Exhibit II attached to this document is a detailed listing of planned capital projects during the SBP period in uninflated 2016 dollars.

Exhibit III

Exhibit III attached to this document is a detailed listing of planned operating and maintenance projects during the SBP period in uninflated 2016 dollars.

Exhibit IV

Exhibit IV attached to this document is a listing of capital and operating projects (not including minimum projects or fleet) in uninflated 2016 dollars that were submitted for consideration during the SBP development process and were deferred over the six-year term 2017-2022. The SBP was balanced in part by postponement of these non-critical projects. Projects will be selected from this list based on available funds generated by the SBP in 2017-2022 after all other objectives are met.

Exhibit V

Exhibit V attached to this document is a chart of (minimum) capital projects by type for the current and last three SBP periods.

Exhibit VI

Exhibit VI attached to this document is a chart of (minimum) operating and maintenance projects by type for the current and last three SBP periods.

The 2017-2022 SBP planned capital and expense projects are totaled below, inflated at the area CPI rate starting in 2017:

(in millions \$)

Capital and Operating Projects	2017	2018	2019	2020	2021	2022
Capital Projects	\$74.8	\$65.0	\$52.6	\$52.0	\$40.0	\$134.2
Operating & Maintenance Projects	\$12.1	\$10.6	\$11.1	\$10.2	\$8.6	\$31.1
Total SBP Projects	\$86.9	\$75.7	\$63.8	\$62.2	\$48.6	\$165.3

As required by the Federal Transit Administration (FTA), RTD must review its SBP for any Title VI impacts (disproportionate impacts on minority and low income communities). Any service changes

specified in the SBP will be reviewed for Title VI impacts during the service planning process prior to final recommendations on service changes. For the capital component of the SBP, Title VI impacts are reviewed on improvements that are over and above the state-of-good-repair elements (repairs, replacements and rehabilitations) of the capital program. The Title VI review will be provided and a statement from the Planning Department to this effect is attached.

FINANCIAL IMPACT

The staff-recommended SBP provides RTD with a plan for maintaining a positive unrestricted year-end fund balance in each year of the SBP while substantially growing reserve fund balances. However, uncontrollable economic factors, such as sales tax revenue, cost of fuel, materials, and supplies, as well as economic conditions will continue to have an impact on the SBP and may challenge staff to present new options and solutions during the 2017 budget period.

Current key financial (fund balance) indicators for the SBP are:

(in millions \$)	2016	2017	2018	2019	2020	2021	2022
Unrestricted Year-End Fund Balance	\$2.1	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0
Board-Appropriated Fund Balance	\$10.4	\$17.4	\$20.4	\$25.4	\$30.4	\$35.0	\$35.0
Capital Replacement Fund	\$0.0	\$2.7	\$0.5	\$0.0	\$0.0	\$20.0	\$0.0
Unrestricted Operating Reserve	\$0.0	\$4.6	\$13.9	\$16.4	\$25.0	\$38.4	\$46.4
Balanced in Budget Year	Yes	Yes	Yes	Yes	Yes	Yes	Yes

ALTERNATIVES

1. Adoption of the 2017-2022 SBP, incorporating all items currently in the recommendation by staff and the other items identified above. This is the recommended action.
2. Defer the adoption of a 2017-2022 SBP to a later date. This is not recommended because the SBP identifies the capital programs, expenditures, and service guidelines for the 2017 budget process and adoption of the SBP serves as a confirmation of the Board of Directors' vision for the 2017 Budget.
3. Provide staff additional direction in the selection of assumptions for the projected 2017-2022 SBP. This is not the desired action and will result in delay of the SBP adoption and possible delay in the 2017 budget process.

Prepared by:
 Jannette Scarpino, Senior Manager

Reviewed by:

Heather Copp, Chief Financial Officer

EXHIBIT I

**Regional Transportation District
Strategic Budget Plan Cash Flow
Base System Capital and Operations
2017-2022 (Rounded Millions)**

FINAL

	Adjusted Amended Budget							
	2016	2017	2018	2019	2020	2021	2022	
Revenue and Other Income								
1	Fare Revenue	\$ 117.5	\$ 117.5	\$ 117.5	\$ 129.3	\$ 129.3	\$ 129.3	\$ 142.2
2	Sales and Use Tax	341.9	361.2	381.1	397.2	408.7	422.7	440.6
3	Grant Revenue	101.6	105.2	96.6	92.5	93.6	96.1	134.1
4	Other Income	16.8	8.0	8.3	8.5	8.7	9.0	9.2
5	Total Revenue and Other Income	\$ 577.8	\$ 591.9	\$ 603.5	\$ 627.5	\$ 640.2	\$ 656.9	\$ 726.1
Operating Expenses								
6	Operating Expenses Excluding Depreciation	(353.9)	(362.1)	(372.8)	(381.9)	(392.0)	(402.4)	(413.1)
7	Service Increase	(2.4)	(2.4)	(2.4)	(2.5)	-	-	-
8	FT Operations Allocation	25.0	36.9	38.0	42.7	43.9	45.0	46.2
9	CBA - Bus/Rail	(113.9)	(116.3)	(120.0)	(123.5)	(126.9)	(130.2)	(133.7)
10	Fuel Expense (diesel + gasoline)	(27.4)	(24.0)	(24.7)	(25.4)	(26.0)	(26.6)	(27.3)
11	Expense Projects (O&M)	(14.4)	(12.1)	(10.6)	(11.1)	(10.2)	(8.6)	(31.1)
12	FT Service Increase	17.5	17.9	18.4	19.0	19.5	20.0	20.5
13	Total Operating Expenses	\$ (469.5)	\$ (462.2)	\$ (474.1)	\$ (482.7)	\$ (491.7)	\$ (502.9)	\$ (538.3)
14	Income Before Interest Income / (Expense)	\$ 108.3	\$ 129.7	\$ 129.4	\$ 144.7	\$ 148.5	\$ 154.0	\$ 187.7
Interest Income / (Expense)								
15	Interest Income	1.3	1.2	1.3	1.2	1.8	3.4	3.3
16	Interest Expense	(30.0)	(28.3)	(26.2)	(23.5)	(20.6)	(17.6)	(14.5)
17	Total Interest Income / (Expense)	\$ (28.7)	\$ (27.1)	\$ (25.0)	\$ (22.4)	\$ (18.8)	\$ (14.2)	\$ (11.1)
18	Change in Net Assets / Income	\$ 79.6	\$ 102.7	\$ 104.4	\$ 122.4	\$ 129.7	\$ 139.8	\$ 176.6
19	Capital Expenditures	(80.8)	(74.8)	(65.0)	(52.6)	(52.0)	(40.0)	(134.2)
Use of / (Increase to) Funds								
20	Board Appropriated Fund	11.8	(7.0)	(3.0)	(5.0)	(5.0)	(4.6)	-
21	Capital Replacement Fund	15.0	(2.7)	2.2	0.5	-	(20.0)	20.0
22	Unrestricted Operating Reserve	-	(4.6)	(9.3)	(2.5)	(8.6)	(13.4)	(8.0)
23	Transfer to FT	-	-	-	-	-	-	-
24	Total Funds Change	\$ 26.8	\$ (14.3)	\$ (10.1)	\$ (7.0)	\$ (13.6)	\$ (38.0)	\$ 12.0
25	Financing Proceeds	-	-	-	-	-	-	-
26	Principal Payments	(51.9)	(48.6)	(57.9)	(61.8)	(64.7)	(62.3)	(56.7)
27	Net Increase / (Decrease) to Debt Balance	\$ (51.9)	\$ (48.6)	\$ (57.9)	\$ (61.8)	\$ (64.7)	\$ (62.3)	\$ (56.7)
28	Increase / (Decrease) Fund Balance	\$ (26.3)	\$ (35.1)	\$ (28.6)	\$ 0.9	\$ (0.6)	\$ (0.4)	\$ (2.4)
29	Beginning Unrestricted Net Assets / Fund Balance	28.5	2.1	2.0	2.0	2.0	2.0	2.0
30	+/- Restricted Reserves	(0.1)	(0.6)	0.8	(0.8)	0.6	0.4	2.3
31	Bond Proceeds Used for Future Year Capex	-	35.6	27.8	-	-	-	-
32	Unrestricted Year-End Fund Balance / (Deficit)	\$ 2.1	\$ 2.0	\$ 2.0	\$ 2.0	\$ 2.0	\$ 2.0	\$ 2.0
33	Cumulative Fund Balance - Board Appropriated Fund	10.4	17.4	20.4	25.4	30.4	35.0	35.0
34	Cumulative Fund Balance - Capital Replacement Fund	0.0	2.7	0.5	0.0	0.0	20.0	0.0
35	Cumulative Fund Balance - Unrestricted Operating Reserve	0.0	4.6	13.9	16.4	25.0	38.4	46.4

EXHIBIT II
Regional Transportation District
2017-2022 Strategic Budget Plan
CAPITAL PROJECTS

Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
FLEET MODERNIZATION & EXPANSION										
Transit Buses										
Bus Operations	Transit Buses - 40 Foot	Purchase a total TBD number of heavy duty 40-foot transit buses over the term of the SBP consisting of TBD replacement and TBD expansion vehicles.	Districtwide	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Bus Operations	Transit Buses - 30 Foot	Purchase a TBD number of replacement 30-foot heavy duty transit buses over the term of the SBP. The estimated price per vehicle in 2016 dollars is \$410,000 per vehicle plus \$67,000 for inspection services. Major spares are not needed for this procurement since they will be operated by our contract carriers.	Districtwide	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Bus Operations	Call-n-Ride Cutaway Buses	Project is to purchase a TBD number of replacement vehicles over the term of the SBP. We estimate the the cost of these vehicles, in 2016 dollars, to be \$68,000 per vehicle. These vehicles will be equipped with wheel-chair lifts and security cameras and be fully ADA compliant.	Districtwide	TBD	TBD	TBD	TBD	TBD	TBD	TBD
ADA Vehicles										
Bus Operations	ADA Cutaway Buses	Purchase a TBD number of ADA cut-away buses consisting of TBD replacement and TBD expansion vehicles to be used by access-a-Ride during the term of the SBP. The cost of these vehicles is estimated to be \$63,000 each. They will be equipped with wheel-chair lifts and security cameras. They will be fully ADA compliant.	Districtwide	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Total Bus Fleet				\$ 6,730,317	\$ 24,096,564	\$ 27,696,465	\$ 28,257,663	\$ 21,515,055	\$ 40,848,227	\$ 149,144,291
Other										
Bus Operations	HOP Buses - Local Match	RTD local matching funds for HOP bus replacement in Boulder. Grant funds are obtained by the City of Boulder.	Districtwide	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
Light Rail Vehicles										
Rail Operations	LRV Purchase of 27 LRVs + Major Spares	In 2013, Rail Operations and the Planning Department determined that eighteen (18) Light Rail Vehicles (LRVs) would need to be purchased in order to meet the demands of the existing LRT system and accommodate the opening of the I-225 line in 2016. This analysis led to the current procurement of twelve (12) vehicles that was included in the 2015-2017 capital budget plan. In order to bring the spare ratio to a desired 20% minimum and meet the anticipated growth in ridership, we need to purchase seventeen (17) additional vehicles by 2020 (2 will be purchased by FasTracks). This will increase the fleet from 184 to 201. The order for these vehicles was placed in 2015.	Districtwide	\$ 34,552,000	\$ 26,177,024	\$ -	\$ -	\$ -	\$ -	\$ 60,729,024
BUS INFRASTRUCTURE										
Capital Programs	16th Street Mall Reconstruction (Lawrence to Arapahoe)	Project is rehabilitation of the existing granite pavers in the transitways and walkways, construction of walkway bulbouts at the intersecting streets, upgrading the electrical and irrigation infrastructure, rehabilitation of the pedestrian lights, replacement of trees and upgrading the urban furniture (e.g., benches, trash receptacles, platter pods).	Maintenance of Way	\$ 5,999,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,999,000

EXHIBIT II
Regional Transportation District
2017-2022 Strategic Budget Plan
CAPITAL PROJECTS

Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Capital Programs	Local Government Capital Requests	Project is an annual program consisting of \$300,000 for transit and/or passenger related improvements, upgrades, and/or supplemental funding of requested transit improvements by local governments such as bus pads, passenger waiting areas, passenger shelters and benches. Amount is reduced by \$200,000 in 2017 due to budgetary constraints. In the years of 2016 and 2017, RTD will receive a FASTER grant stipend from CDOT for State of Good Repair type projects. These funds will be used to fund RTD projects that would otherwise have been funded by RTD Base system funds. However, as part of this stipend, CDOT expects RTD to provide an additional \$150,000 of grants to local governments for transit projects. The funds from this SBP request will be added to the SBP Local Government pool so that RTD can meet the terms of the FASTER stipend and have a meaningful pool of funds to respond to local government requests.	Districtwide	\$ 250,000	\$ 450,000	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ 1,600,000
<u>PARK-N-RIDES</u>										
Capital Programs	US36 & Sheridan Station/PnR (Westminster Center)	Project is to reconstruct the existing south side surface parking area to provide additional bus bays, correct drainage issues, and bring this parking area up to current design criteria that is consistent with RTD's standards. Operating and maintenance costs will increase slightly due to larger bus boarding areas.	Park-n-Ride	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
<u>CAPITAL SUPPORT EQUIPMENT / PROJECTS</u>										
<u>Vehicles & Maintenance Equipment</u>										
Safety, Security & AM	Vehicles (12) for RTD Police & Video Investigation Unit	This project will acquire contract police vehicles to be used as patrol vehicles for our contracted police officers. These vehicles will be police SUVs similar to our standard RTD fleet purchases. These vehicles will be emergency vehicles equipped with emergency lights, siren, and RTD two-way radio. Two police SUV vehicles will be purchased each year at cost of \$45,000 each.	Safety and Security	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 540,000
<u>Information Technology, Computer Equipment for Operations</u>										
Information Technology	Cybersecurity Assessment, Mitigation, Monitoring Services & Equipment	Request is to purchase and continually fund a suite of equipment, software and cybersecurity specialist consulting services designed to identify security and compliance gaps in our IT systems, remediate those gaps, and monitor for and respond to suspicious activity in a timely manner. Funding is required to meet GM goals for 2016 and meet Board of Directors expectations per December 2015 Executive Session on cybersecurity.	Civic Center Plaza (CCP)	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

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Regional Transportation District
2017-2022 Strategic Budget Plan
CAPITAL PROJECTS

Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Information Technology	Information Storage Unit Replacement	<p>RTD relies heavily on its storage units to house 95% of all District information and computing services. A wide range of departments and applications use these storage units to store mission-critical data.</p> <p>Computer data storage, often called storage or memory, is a technology consisting of computer components and recording media used to retain digital information. It is a core function and fundamental component of computers. The central processing unit (CPU) of a computer is what manipulates raw information by performing computations. In practice, almost all computers use a storage hierarchy, which puts fast but expensive and small storage options close to the CPU and slower but larger and cheaper options farther away.</p> <p>In computing, a portfolio of storage products, including online storage, near-online (nearline) storage, storage networking, archiving, de-duplication, storage and backup software are required to run the Enterprise.</p>	District Shops - Operations Center	\$ -	\$ 800,000	\$ 500,000	\$ 800,000	\$ -	\$ -	\$ 2,100,000
Information Technology	Oracle Engineered Systems End of Life Replacement	<p>RTD currently owns three different types of Engineered systems that run RTD Oracle applications and databases. These are Exadata (Database machines), Exalogic (Application machines) and Exalytics (BI - In memory analytics machines).</p> <p>These machines in the next 5 years will be out of support and would need to be updated to keep current with technology changes and support.</p> <p>1. Replace 2 Exadata X2-2 database Servers with 2 Exadata X5-2 servers in 2017 and Replace 1 Exadata X3-2 database Server with newer version of Exadata servers available in 2020. The Exadata database servers host the Oracle E-business suite databases(HR/ FINANCE/ PROCUREMENT/ BUDGET/ GRANTS/ PROJECTS, etc.). The Exadata database servers also host the TIES, CAD/AVL/REALTIME and other application databases. All these business applications will benefit and will be supported on the new Exadata Servers. 2. Replace 3 Exalogic X3-2 application Servers with 3 Exalogic X5-2 servers in 2018 . TIES/REALTIME/SINGLE SIGN-ON/CONTENT SERVER/ applications run on these servers and need to be supported on the supported platforms. 3. Replace 2 Exalytics X2-4 analytics Servers with 2 Exalytics X5-4 servers in 2019.</p>	Civic Center Station (CCS)	\$ 800,000	\$ 320,000	\$ 900,000	\$ 720,000	\$ -	\$ -	\$ 2,740,000

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CAPITAL PROJECTS

Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Communications	Rider Alert System	<p>Communications is looking to implement a Rider Alert System in order to communicate up-to-the-minute service alerts for our riders in timely manner. The system will include a web-based interface that allows staff to create and manage the thousands of service alerts that are sent out each year. The Alert System will be intuitive and fast to use, allowing simple alerts to be created in seconds. At the same time, the system will offer fine-grained control over selecting the specific route, branch, trip, or stop an alert applies to, when an alert is in effect, and by what channels (like emails, text messages, electronic signs, agency website, General Transit Feed Specification real-time feeds and third party apps) the alerts should be disseminated. The system will use templates to automatically generate appropriate messages for all the dissemination channels.</p> <p>The Alert System will include a web-based interface that is used by staff to create and manage service alerts. Key features of the interface will include: <ul style="list-style-type: none"> o Integration with RTD website, email communications, text communications, etc. o Intuitive and fast-to-use interface o Differentiation between detour, disruption, emergency, service change, event detour, etc. o Ability to send out stop, route, branch, trip alerts depending on the granularity necessary for the alert o Ability for riders to sign up to receive alerts based on route, branch, direction, stop, and timeframe. </p>	Blake Street Office	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Finance & Administration	Mobile Ticketing	<p>This project is a GM initiative to enhance fare products by offering a mobile application for the purchase and use of fare and parking products. Mobile ticketing applications are available from many third parties and can be used on any mobile device. There is very little need for infrastructure or customization of software. A user simply downloads the mobile ticketing application to their device and purchases and manages any of RTD's fare products or pays for parking. The user purchases the product needed with a credit card and receives the value of their payment on their mobile device for immediate use. The user then activates (validates) each ride by simply selecting the fare product to be used each time a boarding occurs. The mobile application vendor maintains the software and is the administrator of payments thereby meeting PCI compliance. Any of RTD's fare products may be used with mobile ticketing which offers a single, convenient source and use of products. The vendor manages the data and payments and sends a single payment for all transactions during a given time period to RTD. Vendors also provide data and analytical tools regarding the transactions on the application. Industry standards for cost structure are an initial small set-up fee then a % of mobile ticketing sales.</p>	Blake Street Office	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Information Technology	Garage Concentrators Upgrade	<p>Replace aging garage concentrators and increase memory capacity on others.</p>	Districtwide	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ 330,000	\$ 660,000
Safety & Security										

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Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Safety, Security & AM	Radio Equipment for Armed Security Officers	This project is the purchase of radios for the expansion of the armed security, police, and other Transit Police unit employees that will be providing services to the new rail alignments in 2016. The radio equipment will include the following: 60 Units of each APX6000 700/800 MHz Model 3.5 P25 Portable Radio with GPS and Keypad NNTN7038 Li-Ion IMPRES 2900 mAh IP67 Battery WPLN7080 IPRES Single Unit Battery Charger PMMN4069 IMPRES Remote Speaker Microphone NAF5085 700/800/GPS Optimum Length Whip Antenna PMLN5408 Belt Loop with Swivel NTN8266B Belt Clip, 2.5" 10 units of each 6 Bank Radio Chargers	Districtwide	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 125,000
Safety, Security & AM	CCTV Retrofit on LRV	This project is requested to replace 189 LRV CCTV recorders and cameras that have surpassed their useful lives and install new system configuration. This retrofit has been designed to match CCTV systems that are currently specified within the new bus orders for standardization. These modern systems also provide the ability to remotely retrieve video from the Security Command Center. Installation includes a complete removal of old analog systems and re-wiring to work with new digital technology. This includes new mobile network video server/recorder, high definition cameras, mobile network switches, and mobile routers. In addition, the LRVs are to be outfitted with forward facing and cab operation cameras to aid in the investigations of accidents. Forward facing cameras will assist by providing information as to the status of signals, switches and crossings as vehicles move along the rail system. This request is to provide funding to complete the upgrades over a period of 5 years.	Districtwide	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Safety, Security & AM	Isilon CCTV Video Storage Redundancy	Project is to add redundancy in CCTV storage capacity. Video evidence is currently stored on Isilon Servers located within the base Security Command Center. This project is to add redundant capabilities for disaster recovery. These redundancies will be located in a separate location to protect the District from a catastrophic loss of video evidence if a flood, fire or other event occurred.	Districtwide	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
BUS MAINTENANCE FACILITIES										
Capital Programs-Facilities	Boil Off Tank in Radiator Shop	Request is to install a boil off tank/gas fired waste water evaporator in the radiator shop at District Shops.	District Shops - Operations Center	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
LIGHT RAIL TRANSIT & INFRASTRUCTURE										

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Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Rail Operations	Downtown Track & Switches Replacement	This project will include all of the downtown track and infrastructure from 7th street to 30th and Downing. This alignment is 22 years old and has been in service since inception. For the most part this infrastructure has reached its potential lifespan. There are several projects in place to make repairs and replace the worst of the defects but an overall plan is needed to replace all track, turnout switches, street crossings, concrete flat work, etc. Please see the attached report from MOW and SGR, highlighting the condition of the infrastructure in the area. This is a six year plan. The alignment will be divided into segments that can be completely refurbished within the span of one construction season. Our estimates are at a cost of \$2,000,000 per year for 6 years.	Central Rail Line	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 12,000,000
Capital Programs-Facilities	LED Conversion @ SW Corridor	Many of the existing metal halide, glow top, pole light fixtures in the pedestrian areas on 12' poles have been damaged from hail over the past 3 to 4 years. The fixture is obsolete and the lenses are not made any longer. Replacement will be made with LED fixtures.	Southwest Rail Line	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 200,000
FACILITIES CONSTRUCTION & MAINTENANCE										
Capital Programs-Facilities	Fire Protection for Zee & SCC Facilities	Request is to provide fire protection systems for the Zee and Security Command Center facilities.	Safety and Security	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Capital Programs-Facilities	Customer Care Center - 711 Building	Request is to build new Customer Care offices and telephone information call center in the 711 building.	District Shops - Operations Center	\$ 5,245,805	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,245,805
Safety, Security & AM	Portal Protection Project, Revised Phase 2	This project is for a redesigned and revised "Phase 2" resulting in a reduction of \$1 million in the project cost. The savings was accomplished by eliminating Automatic Bus RFID Reader Technology and In Ground Emergency Portal Pop-up Barriers. A physical network connection to existing "Starters Stations" and the DUS Security Office was also eliminated. The project has been redesigned to work in conjunction with Phase 1 Guard Booths that will be manned by security 24/7. The project will include redesign work and the addition of Electric Gate Arms at each entry portal and will be manually controlled from the Guard Booth as authorized vehicles approach. The project will also include additional signage and a "Red Light - Green Light" system which will be operated from the Guard Booth and provide indication to Bus Operators and visitors to proceed into the underground portion of the terminal.	Denver Union Station Complex	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Capital Programs-Facilities	Sump Pump @ DUS	This project consists of adding a sump pump in the Fan Plant room at DUS. This project was identified in 2015 as part of the Facilities Maintenance Needs Assessment.	Denver Union Station Complex	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
SYSTEMS PLANNING										

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Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Planning	Colfax Avenue Transit Priority Project	Request is to proceed with the Colfax Avenue Transit Priority Project. RTD has received a Federal Ladders of Opportunity grant to fund a capital project to reduce travel time and increase security and ridership for 15L bus route. The project includes: stop amenity improvements (repair and replace existing amenities, lighting, shelters, security cameras), bus bulbs at a few locations, transit signal priority (TSP), and bypass lanes/queue jumps. The project includes East Colfax from Broadway east to Potomac (near I-225). It is important to note that from Yosemite to Potomac, the project will only include improved stop amenities. RTD's remaining local match is \$1.5M.	Colfax - East - ITS	\$ 2,207,931	\$ 4,638,103	\$ 1,625,000	\$ -	\$ -	\$ -	\$ 8,471,034
Planning	Environmental Clearance/PE for BRT @ SH 119	This project was approved in the 2015-2020 SBP for \$2.5M with the expectation of an additional \$1M from a DRCOG grant. This request is to accelerate the project in order to implement the recommendations of the Northwest Area Mobility Study (NAMS) given that no funding has been identified for implementation of the Northwest Rail. RTD has been awarded \$1 million in DRCOG Transportation Improvement Program (TIP) funds for this project. The recommendations from the Northwest Area Mobility Study (NAMS) include the implementation of BRT on the key arterial roadways in the northwest area including SH 119. This Environmental Assessment will perform NEPA level analysis and Preliminary Engineering.	Northwest Rail Line	\$ 1,500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Planning	Bus Rapid Transit @ SH 119	Project is to construct approximately 18 miles of Bus Rapid Transit (BRT) in the SH 119 Corridor to connect Boulder and Longmont in accordance with the recommendation of the Northwest Area Mobility Study (NAMS). It is anticipated that approximately half of the total costs for this project would be grant-funded. The establishment of BRT in the corridor would raise ridership from approximately 1,900 to approximately 5,000 daily weekday riders in 2035. Detailed cost estimates and design will be established through the upcoming environmental clearance study and preliminary engineering, previously approved in the SBP. The project is anticipated to take two years to construct.	Northwest Rail Line	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000,000	\$ 60,000,000

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Requesting Department	Title	Project Description	Location	Capital Costs 2017	Capital Costs 2018	Capital Costs 2019	Capital Costs 2020	Capital Costs 2021	Capital Costs 2022	Total Capital Costs
Capital Programs	Property Survey Records System-Wide	Currently whenever RTD acquires or disposes off any property right (fee simple, easement, or license agreement), it utilizes an external survey firm (Jacobs) to establish the location of that property right on the ground, and prepare Right-of-Way maps, legal descriptions and exhibits. The contract with Jacobs will expire at the end of 2016. Jacobs has surveys, Computer Aided Design (CAD) files, information on adjoining properties, subdivision plats, ALTA surveys, legal descriptions, and other electronic and paper records regarding RTD properties going back to 1997. The extent of this information is estimated to be 2 to 4 terabytes, which could be equated to 76,000 to 152,000 bankers boxes of information. These documents also include information on utilities that cross or service RTD stations, rail lines, Park-n-Rides, and other properties. This project is to sort through Jacobs property survey records, bring this information within RTD, and organize it on an engineering GIS platform. Initially, the system will house information on properties, utilities, track, pnRs, crossings, and structures. The system can be expanded to include other items such as catenary system. The property survey information is critical to the system and needs to be brought within RTD. This project will strengthen the foundation of many District-wide efforts by obtaining and organizing RTD property rights, utility, and other information in an easily accessible format.	Districtwide	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
UNALLOCATED CAPITAL										
Executive Office	General Manager's Discretionary Account		Districtwide	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 900,000
Report Totals				\$ 64,730,053	\$ 61,046,691	\$ 34,236,465	\$ 32,742,663	\$ 24,930,055	\$ 104,118,227	\$ 321,804,154

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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
SYSTEMS PLANNING										
Planning	Arterial BRT Feasibility Study Region-wide	DRCOG, through the Transportation Improvement Program (TIP), has allocated \$1 million in funding for FY 2017 for this project. RTD would be required to provide a 25 percent local match of \$250,000. Given the results of the Northwest Area Mobility Study, which showed substantial bus ridership increases from modest capital improvements made to arterial corridors, there has been much interest from other areas of the District for RTD to make arterial BRT investments in other corridors. The purpose of this study will be to examine the potential for arterial BRT investments throughout the entire District and prioritize for future capital investment those corridors which perform the highest.	Districtwide	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000
Planning	First and Final Mile Strategic Plan	This plan would build upon the Bike Parking and Accessibility Study to develop strategies to improve multi-modal accessibility at our stations. The scope of strategies could include: - additional bus transfer facilities - pedestrian improvements - bike access improvements - improved bike storage - expanded or new drop off/pick up areas - transit speed and reliability improvements on bus routes connecting to the station The plan would identify potential partnerships with other public and private entities to implement these strategies. Finally, the plan would prioritize potential improvements based on their impact.	Districtwide	\$ 250,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
TRANSFER STATIONS										
Capital Programs-Facilities	Men's Restroom Repair @ DUS	This project consists of replacing the counter tops, sinks and toilet partition doors in the Men's restroom at Denver Union Station. This project was identified in 2015 as part of the Facilities Maintenance Needs Assessment.	Denver Union Station Complex	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Safety, Security & AM	Portal Protection Project, Revised Phase 2	This project is for a redesigned and revised "Phase 2" resulting in a reduction of \$1 million in the project cost. The savings was accomplished by eliminating Automatic Bus RFID Reader Technology and In Ground Emergency Portal Pop-up Barriers. A physical network connection to existing "Starters Stations" and the DUS Security Office was also eliminated. The project has been redesigned to work in conjunction with Phase 1 Guard Booths that will be manned by security 24/7. The project will include redesign work and the addition of Electric Gate Arms at each entry portal and will be manually controlled from the Guard Booth as authorized vehicles approach. The project will also include additional signage and a "Red Light - Green Light" system which will be operated from the Guard Booth and provide indication to Bus Operators and visitors to proceed into the underground portion of the terminal.	Denver Union Station Complex	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Finance & Administration	Ticket Vending Machine Bank Note Acceptor Maintenance	Project is for maintenance contract for 50 each BNA MEI/Sodeco Level IV Service-Repair (Labor plus MEI/Sodeco Level IV Replacement Components). Level IV Service will include: all labor, cleaning material, grease, oil and JPB Level IV Replacement Components Kit.	Platte Division	\$ 75,000	\$ 75,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 290,000
PARK-N-RIDES										

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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Capital Programs	US36 & Sheridan Station/PnR (Westminster Center)	Project is to reconstruct the existing south side surface parking area to provide additional bus bays, correct drainage issues, and bring this parking area up to current design criteria that is consistent with RTD's standards. Operating and maintenance costs will increase slightly due to larger bus boarding areas.	Park-n-Ride	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
LIGHT RAIL STATIONS & INFRASTRUCTURE										
Capital Programs-Facilities	Elevator Upgrades @ Southeast Corridor	These TREC elevator units are in the second round of repairs and upgrades are needed from years of water infiltration. Now that the water infiltration is manageable, these repairs are needed to ensure reliability to riders and extending the useful life of the units.	Districtwide	\$ 126,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,000
DISTRICT-WIDE										
Bus Operations	Cost Increases - ADA Paratransit Service	This submittal reflects the expected increase in the cost to operate our privately contracted ADA service. The requested amounts will be included in the Bus Operations base budget in the appropriate years.	Districtwide	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 7,200,000
Bus Operations	Cost Increases - Private Contracted Fixed Route Service	We expect that the cost to operate private contracted fixed route service will be increasing in the upcoming years. This submittal reflects the anticipated cost increase in 2016 dollars for the term of the SBP. The amount will be included in the Bus Ops operating budget.	Districtwide	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 14,400,000
Finance & Administration	0.5 FTE: Wellness/Physical Therapy	The demand for Physical Therapy and Wellness services continues to expand. The demand justifies a full-time Physical Therapist, and the ROI will exceed the cost for salary and benefits. The return on investment for the current FTE exceeds \$100,000 annually. Additionally, we need to provide rehab services at the newly established East Metro facility, enhancing accessibility for employees located at EM and the I-225 office facilities. We currently have an approved 0.5 FTE Physical Therapist. We are unable to recruit for this position as a part-time position. We are requesting an additional 0.5 FTE so that we can recruit this position as a full-time position.	Platte Division	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 378,000

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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Safety, Security & AM	2 FTE: Asset Performance Division - Analysts	<p>Two new FTE: Risk, Resiliency & Sustainability Analyst and Process Improvement & Quality Assurance Analyst.</p> <p>In 2017, these two positions would continue the Asset Management maturation process by adding a performance division. These positions would begin the huge task of advancing the company from a break/fix to prevent/preserve/predict culture.</p> <p>These positions include: Risk, Resiliency & Sustainability Analyst This position would assist and/or complete risk analyses on assets not in a state of good repair and other projects, work with engineering and designers to make our assets more resilient to major weather events like floods, blizzards, etc., along with being part of the current sustainability processes.</p> <p>Process Improvement & Quality Assurance Analyst This position would participate in managing change throughout the District by supporting operations in deviation management (investigations, root cause analysis) corrective and preventive actions, process improvement, performing internal audits, and hosting external assessments. The Quality Assurance and Process Improvement Analyst partners with all areas of RTD to guide processes toward excellent outcomes.</p>	Districtwide	\$ 191,600	\$ 191,600	\$ 191,600	\$ 191,600	\$ 191,600	\$ 191,600	\$ 1,149,600
Planning	1 FTE: Continuous Improvement Manager	<p>The RTD Continuous Improvement program is a "lean process improvement for government" initiative undertaken in response to employee concerns voiced in the 2015 Employee Survey. The initiatives have met with exceptional early success improving communication and collaboration by addressing employee frustrations through training in process improvement and continued support from staff to employ tools that identify and eliminate waste and frustrations.</p> <p>RTD Policy Analysis staff began piloting the training and support in November 2015 based on the City and County of Denver's Peak Performance model. By the end of February 2016, 140 employees have received the four-hour "Green Belt" training and another 28 employees the week-long "Black Belt" training with principal efforts focused in Platte Bus Maintenance and Customer Care pilots. These pilots have identified more than 100 potential innovations to date with an estimated \$750,000 in soft dollar (efficiency) savings and more than \$20,000 in hard dollar (capital) savings. Last year, Denver's program realized \$4.5 million in savings through the program. Staff has also begun Continuous Improvement Alliances (CIA) pilots in Rail Operations and will soon conduct "Rapid Improvement Event" workshops on specific issues affecting the agency, e.g., the hiring process, performance management, etc.</p>	Civic Center Plaza (CCP)	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 720,000
Communications	1 FTE: Digital Customer Relations Liaison	The purpose of this request is to add one FTE to the Digital Customer Relations Liaison team within Customer Care.	District Shops - Operations Center	\$ 64,800	\$ 64,800	\$ 64,800	\$ 64,800	\$ 64,800	\$ 64,800	\$ 388,800

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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
EEO	1 FTE: ADA Specialist in Civil Rights	<p>Since the inception of the ADA Manager position on April 1, 2015, a strong need at RTD for ADA/FTA compliance has been identified. More help is needed in order to satisfy the high demand for this essential and critical area of Federal compliance.</p> <p>The ADA Manager continues to boost involvement on accessible design (plan reviews, site visits, and inspections) District-wide. The need for a perspective on accessible design has been well received and needs more and continued attention and support. This proactive approach ensures compliance and mitigates potential problems. This effort/involvement has been effective in identifying and preventing costly and litigious issues from escalating, but efforts are spread thin and not all projects receive this type of attention.</p>	Blake Street Office	\$ 79,800	\$ 79,800	\$ 79,800	\$ 79,800	\$ 79,800	\$ 79,800	\$ 478,800
Capital Programs	Property Survey Records System-Wide	<p>Currently whenever RTD acquires or disposes off any property right (fee simple, easement, or license agreement), it utilizes an external survey firm (Jacobs) to establish the location of that property right on the ground, and prepare Right-of-Way maps, legal descriptions and exhibits. The contract with Jacobs will expire at the end of 2016. Jacobs has surveys, Computer Aided Design (CAD) files, information on adjoining properties, subdivision plats, ALTA surveys, legal descriptions, and other electronic and paper records regarding RTD properties going back to 1997. The extent of this information is estimated to be 2 to 4 terabytes, which could be equated to 76,000 to 152,000 bankers boxes of information. These documents also include information on utilities that cross or service RTD stations, rail lines, Park-n-Rides, and other properties.</p> <p>Organizations that have assets in various geographic locations typically utilize Geographic Information Systems (GIS) to record and analyze their asset base. Utilities and local municipalities are examples of such organizations. RTD has been using GIS systems for about 15 years. Currently, these systems are used mostly used by the Telephone Information Center (TIC), Scheduling (Transtar), and CAD/AVL. RTD is also getting started on projects like real-time train arrival information, which would also need GIS support.</p>	Districtwide	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Finance & Administration	Enterprise Content Management Implementation	<p>This project will implement a District-wide comprehensive Enterprise Content Management (ECM) solution to consolidate 65 existing systems that create, capture or store content at RTD. The project scope will include the development of policies, procedures, taxonomy and metadata for the consistent identification, storage, maintenance, retrieval, retention, and destruction of data. The project also will include identification of personnel and tools required to implement the policies and procedures, implementation of the system, and the development of training and audit tools to support the ongoing utilization of the system.</p> <p>In November 2015, the Board approved a contract with IQBG to serve as the owner's representative for ECM implementation. The scope of the IQBG contract starts with development of the background and requirements for ECM implementation, including policies and procedures, consistent taxonomy (named) and metadata structure (data definitions), and functional and technical requirements and capabilities. Based on these requirements, IQBG will develop recommendations for a path forward, which is scheduled to be approved in September 2016. Procurement of the recommended alternative would begin in the fourth quarter of 2016.</p>	Districtwide	\$ 320,000	\$ 2,861,967	\$ 3,334,456	\$ 1,947,342	\$ 560,229	\$ 560,229	\$ 9,584,223
INFORMATION TECHNOLOGY, COMPUTER EQUIPMENT FOR OPERATIONS										
Information Technology	Cybersecurity Assessment, Mitigation, Monitoring Services & Equipment	Request is to purchase and continually fund a suite of equipment, software and cybersecurity specialist consulting services designed to identify security and compliance gaps in our IT systems, remediate those gaps, and monitor for and respond to suspicious activity in a timely manner. Funding is required to meet GM goals for 2016 and meet Board of Directors expectations per December 2016 Executive Session on cybersecurity.	Civic Center Plaza (CCP)	\$ 1,300,000	\$ 1,100,000	\$ 1,000,000	\$ 1,000,000	\$ 800,000	\$ 800,000	\$ 6,000,000
Information Technology	1 FTE: Security Analyst	Request is for 1 additional FTE to onboard a Security Analyst to support risk identification, mitigation, and incident response activities. Resource will support faster risk mitigation, and provide the ability to maintain service after mitigation services contractor departure and timely and consistent security incident management.	Civic Center Plaza (CCP)	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 720,000
Information Technology	Information Storage Unit Replacement	<p>RTD relies heavily on its storage units to house 95% of all District information and computing services. A wide range of departments and applications use these storage units to store mission-critical data.</p> <p>Computer data storage, often called storage or memory, is a technology consisting of computer components and recording media used to retain digital information. It is a core function and fundamental component of computers. The central processing unit (CPU) of a computer is what manipulates raw information by performing computations. In practice, almost all computers use a storage hierarchy, which puts fast but expensive and small storage options close to the CPU and slower but larger and cheaper options farther away.</p> <p>In computing, a portfolio of storage products, including online storage, near-online (nearline) storage, storage networking, archiving, de-duplication, storage and backup software are required to run the Enterprise.</p>	District Shops - Operations Center	\$ -	\$ -	\$ 60,000	\$ 160,000	\$ 60,000	\$ 60,000	\$ 340,000

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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Information Technology	Oracle Engineered Systems End of Life Replacement	<p>RTD currently owns three different types of Engineered systems that run RTD Oracle applications and databases. These are Exadata (Database machines), Exalogic (Application machines) and Exalytics (BI - In memory analytics machines).</p> <p>These machines in the next 5 years will be out of support and would need to be updated to keep current with technology changes and support.</p> <p>1. Replace 2 Exadata X2-2 database Servers with 2 Exadata X5-2 servers in 2017 and Replace 1 Exadata X3-2 database Server with newer version of Exadata servers available in 2020. The Exadata database servers host the Oracle E-business suite databases(HR/ FINANCE/ PROCUREMENT/ BUDGET/ GRANTS/ PROJECTS, etc.). The Exadata database servers also host the TIES, CAD/AVL/REALTIME and other application databases. All these business applications will benefit and will be supported on the new Exadata Servers. 2. Replace 3 Exalogic X3-2 application Servers with 3 Exalogic X5-2 servers in 2018 . TIES/REALTIME/SINGLE SIGN-ON/CONTENT SERVER/ applications run on these servers and need to be supported on the supported platforms. 3. Replace 2 Exalytics X2-4 analytics Servers with 2 Exalytics X5-4 servers in 2019 . SGR /SMARTCARD/CADAVL and REALTIME REPORTING needs</p>	Civic Center Station (CCS)	\$ 80,000	\$ 20,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 450,000
Communications	Rider Alert System	<p>Communications is looking to implement a Rider Alert System in order to communicate up-to-the-minute service alerts for our riders in timely manner. The system will include a web-based interface that allows staff to create and manage the thousands of service alerts that are sent out each year. The Alert System will be intuitive and fast to use, allowing simple alerts to be created in seconds. At the same time, the system will offer fine-grained control over selecting the specific route, branch, trip, or stop an alert applies to, when an alert is in effect, and by what channels (like emails, text messages, electronic signs, agency website, General Transit Feed Specification real-time feeds and third party apps) the alerts should be disseminated. The system will use templates to automatically generate appropriate messages for all the dissemination channels.</p> <p>The Alert System will include a web-based interface that is used by staff to create and manage service alerts. Key features of the interface will include:</p> <ul style="list-style-type: none"> ● General: <ul style="list-style-type: none"> ○ Integration with RTD website, email communications, text communications, etc. ○ Intuitive and fast-to-use interface ○ Differentiation between detour, disruption, emergency, service change, event detour, etc. ○ Ability to send out stop, route, branch, trip alerts 	Blake Street Office	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000

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OPERATING AND MAINTENANCE PROJECTS

Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Finance & Administration	Mobile Ticketing	This project is a GM initiative to enhance fare products by offering a mobile application for the purchase and use of fare and parking products. Mobile ticketing applications are available from many third parties and can be used on any mobile device. There is very little need for infrastructure or customization of software. A user simply downloads the mobile ticketing application to their device and purchases and manages any of RTD's fare products or pays for parking. The user purchases the product needed with a credit card and receives the value of their payment on their mobile device for immediate use. The user then activates (validates) each ride by simply selecting the fare product to be used each time a boarding occurs. The mobile application vendor maintains the software and is the administrator of payments thereby meeting PCI compliance. Any of RTD's fare products may be used with mobile ticketing which offers a single, convenient source and use of products. The vendor manages the data and payments and sends a single payment for all transactions during a given time period to RTD. Vendors also provide data and analytical tools regarding the transactions on the application. Industry standards for cost structure are an initial small set-up fee then a % of mobile ticketing sales.	Blake Street Office	\$ -	\$ 100,000	\$ 400,000	\$ 600,000	\$ 700,000	\$ 700,000	\$ 2,500,000
Information Technology	Managed Services Contract Tier1/Tier2 Support for Oracle Platform	RTD needs technology to operate efficiently and to compete effectively. But as reliance on IT grows, the resources needed to support this increasingly complex IT environment may not. In many areas, IT resources are limited and can be quickly overwhelmed. We have seen from prior instances that if we fall behind in keeping up with things such as backups, patches and security, the odds greatly increase that RTD will face an IT outage or another problem down the road that will negatively impact RTD business. For instance, once RTD rolls out real-time information to the customer and we have an outage, it will negatively impact customers' view of RTD. Another example is constantly keeping up to date with security patches which, if not applied, will leave security vulnerabilities open in the system. Managed Services support will help IT to keep current with all these patches on a regular basis. The Managed Services contract will help IT to manage and schedule upgrades to all the application tiers once the upgrades are available. With this contract IT will be able to use work orders to perform upgrades and small enhancements to keep the Oracle technology systems up to date.	Civic Center Plaza (CCP)	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Finance & Administration	Smart Media Technology (SMT) Enhancements	Enhancements are needed for SmartCard including the web portals, fare products, customer service and Retail Point of Sale (RPOS) for items not currently in the scope of the Xerox contract. These include modifications to RPOS screen contents, Customer Care ticketing workflow, RPOS reports, administrative web portal and customer web portal workflows and navigation. Also includes enhancements and workflow modifications to the Smart Media Encoder (SME) and Administrative Point of Sale (APOS) to improve SmartCard fulfillment and accounting functions. In addition, modifications will be necessary for any programs or products that are added for the 12/31/16 deadline for stored value card enhancements.	Blake Street Office	\$ 150,000	\$ 150,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	\$ 675,000

BUS MAINTENANCE FACILITIES

EXHIBIT III
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OPERATING AND MAINTENANCE PROJECTS

Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Capital Programs-Facilities	In-Ground Hoists Replacement (8) @ Platte	Project is to remove and replace eight (8) in-ground bus hoists at the Platte Division.	Platte Division	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Capital Programs-Facilities	Overhead Rubber Doors (55) @ Platte	Project is to replace 55 overhead rubber doors throughout the Platte facility.	Platte Division	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 1,000,000
Capital Programs-Facilities	House Compressors Replacement	Project is to replace the three (3) house compressors at District Shops.	District Shops - Operations Center	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000
Capital Programs-Facilities	Building Automation Upgrade @ Platte	Request is to upgrade the building automation system at the Platte facility to the latest technology.	Platte Division	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 950,000
Capital Programs-Facilities	Grade Perimeter of Building for Positive Drainage	Project is to re-grade the perimeter of the East Metro building for positive drainage.	East Metro Division	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Capital Programs-Facilities	Entrance Gates (2) @ District Shops	Project is to replace the two main entrance gates and operators at District Shops.	District Shops - Operations Center	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Capital Programs-Facilities	Hot Water Heater (600 Gallon) Replacement @ East Metro	Request is to replace building's 600 gallon hot water heater at the East Metro facility.	East Metro Division	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
LIGHT RAIL MAINTENANCE FACILITIES										
Rail Operations	Training/E-Learning System for LRV Maintenance	With the expansion of staff, represented employees, vehicles and Light Rail lines, coupled with the ongoing challenges of hiring new qualified mechanics, a robust training program is essential. Part of this program needs to incorporate an E-Learning system such as what Xpan offers (see attachment) that is all-encompassing plus specific to the diagnostic details of the SD160 fleet the we own. It can also aid in filling the gap between an unqualified mechanic helper to an electro-mechanic.	Elati Light Rail Division	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 150,000
Capital Programs-Facilities	RTU-1 Mechanical System Upgrade @ Mariposa	Request is to replace roof top unit RTU-1, and VAV boxes at the Mariposa facility. Project will include re-evaluation of building cooling loads and upgrading existing HVAC systems in the two-story office area.	Mariposa Light Rail Division	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420,000
Capital Programs-Facilities	MAU-1 Replacement @ Mariposa	Project is to replace the MAU-1 heating unit at the Mariposa facility.	Mariposa Light Rail Division	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
ADMINISTRATION & ADMINISTRATIVE FACILITIES										
Capital Programs-Facilities	Electrical Main Switch Gear Replacement	This project consists of upgrading the older main switch gear and reviewing the possibility of increasing system capacity. This project was identified in 2013 as part of the Facilities Needs Assessment.	Blake Street Office	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Bus Operations	1 FTE: ADA Paratransit Services	Add one new position (FTE) titled Senior Manager, Paratransit Services to the Bus Operations group. This new position is requested to improve the function of ADA paratransit services (Access-a-Ride) group which is under increased scrutiny and increasingly restrictive regulations. This is a major driver for the organization and requires additional oversight and managerial control.	Blake Street Office	\$ 120,600	\$ 120,600	\$ 120,600	\$ 120,600	\$ 120,600	\$ 120,600	\$ 723,600
Rail Operations	International APTA Conference & Rodeo	APTA has chosen RTD to host the International APTA Conference and Rodeo in 2018. The District will need to provide significant support from Marketing, SLT and Facilities, as well as hotel accommodations, numerous bus shuttles, tours, events, signage, publications, scheduling; and hold the Rail Rodeo events for Transportation and Maintenance. This event will take up two weeks and will require planning from 2017 through the conference date in June of 2018. This event will happen regardless of any outside or internal influences and must be supported financially.	Elati Light Rail Division	\$ 50,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000

EXHIBIT III
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Requesting Department	Title	Project Description	Location	O&M Costs 2017	O&M Costs 2018	O&M Costs 2019	O&M Costs 2020	O&M Costs 2021	O&M Costs 2022	Total O&M Costs
Planning	Rail-Volution 2017 Conference Support	RTD has been selected to host the Rail-Volution Conference in the fall of 2017. The conference draws over 1,500 attendees from across the US and internationally. As the host agency, RTD will be responsible for providing in-kind and cash resources to put on mobile tours, host a conference reception, provide conference signage, market the conference locally, and provide volunteers to be ambassadors for attendees.	Districtwide	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
SECURITY										
Safety, Security & AM	Isilon CCTV Video Storage Redundancy	Project is to add redundancy in CCTV storage capacity. Video evidence is currently stored on Isilon Servers located within the base Security Command Center. This project is to add redundant capabilities for disaster recovery. These redundancies will be located in a separate location to protect the District from a catastrophic loss of video evidence if a flood, fire or other event occurred.	Districtwide	\$ -	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 42,000
Report Totals				\$ 11,705,800	\$ 10,020,167	\$ 10,167,656	\$ 9,080,542	\$ 7,493,429	\$ 7,168,429	\$ 55,636,023

EXHIBIT IV

2017-2022 SBP Deferred Projects

Capital Projects	
Access-a-Ride Radios	\$ 900,000
ADA Highblock Replacement @ Central, SW & SE Rail Lines	2,200,000
Administrative & Pool Vehicles	1,430,000
Air Curtains at Bus Entry & Exit Doors @ East Metro	75,000
Asset Management Program Planning & Implementation	280,000
Bike Parking & Accessibility Plan Implementation	480,000
Budget Module Upgrade	1,500,000
Burnham Yard Property Acquisition	6,690,000
Burnham Yard Site Development	50,000,000
Bus Operating & Maintenance Facility - 130 Bus Capacity	75,000,000
Bus Operator Training Center	2,750,000
Business Applications Technology Roadmap	3,500,000
Cab Signaling	6,000,000
Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) Software Upgrades	900,000
Construction Inspection Vehicles Replacement	105,000
Conversion of Battery Storage Room to Offices @ East Metro	150,000
Currency/Note Processor	30,000
Disaster Recovery	1,290,000
eDiscovery Tools - Email	110,000
Engine & Transmission Dynamometers	175,000
Enterprise Content Management Implementation + 1 FTE	2,886,800
Enterprise Server Hardware Refresh	350,000
Fiber Optic Interconnectivity to New &/or Existing Facilities	1,000,000
Format Plotters (2) Replacement	25,000
Furniture - Marketing Department	10,000
Glory Currency Counter Replacement	50,000
Heavy Equipment for LR Maintenance	1,500,000
Human Resources Information System - Oracle HRIS Replacement	2,000,000
I-25/Broadway Infrastructure Improvements	9,000,000
In-Plant Vehicles & Equipment	1,497,000
IVR Enhancements: Fixed Route & Paratransit	800,000
Mineral PnR Overflow Lot Improvements	2,700,000
Modems for Call-n-Ride Replacements	60,000
MyStop & Where's My Ride IVR Enhancements	250,000
Navajo Building (Old MOW) Upgrade	500,000
Network Fiber Plant Build Out of Last Mile	90,000
Network Switches Upgrade & Replacement	656,000
North Boulder PnR & Bus Transfer Center	3,300,000
North Longmont PnR	2,350,000
Online Reservation Module for RouteMatch Software	300,000
On-Site Health Center @ Platte/East Metro	95,000
Open Trip Planner Enhancements - Future Requirements	800,000
Parallelogram Hoist in Support Vehicles	330,000
Paratransit IVR Integration with RouteMatch Software Replacement	500,000
Parking Expansion for Mariposa, Zee & Navajo Facilities	320,000
Parking Structure @ Mineral Park-n-Ride	11,200,000
Pinery PnR	700,000
Pocket Track @ Central Rail Line	9,700,000
Power Switching on Emergency Crossovers @ SW, CPV, SE, CC	8,000,000
Printers & Scanners Hardware Refresh	80,000
Radio, CAD/AVL, SmartCard & SmartDrive Equipment	1,740,000
RouteMatch Software Replacement	2,000,000
SCADA Light Rail Communication Houses (3) Replacement	440,000
Scanners (4) Replacement for Accounts Payable	115,000
Shop Expansion for Facilities Maintenance @ Elati	645,000
Smart Media Technology (SMT) Life-Cycle Equipment Refresh	222,000
Support & Service Vehicles	3,818,000
Thornton PnR - Transit Plaza Upgrades	385,000
TIES Vehicle Assignments Enhancements & Tablets	400,000

EXHIBIT IV

2017-2022 SBP Deferred Projects

Toshiba Currency Counter/Sorter/Strapper	85,000
Traveler Information Systems (Real-Time)	625,000
Tree Replacement for Emerald Ash Borer Infestation	129,150
US36/Broomfield PnR North Side	4,350,000
Vehicles (2) for Asset Management	45,000
Water Jet Cutter	200,000
Weston Lot Redevelopment	10,363,800
Total Capital Projects	\$ 240,177,750

Expense Projects

1 FTE: Administrative Assistant, Security Command Centers	\$ 268,000
1 FTE: Advertising Program Support (Marketing)	486,888
1 FTE: Continuous Improvement Management Analyst II	510,000
1 FTE: Continuous Improvement Management Analyst III	570,000
1 FTE: Data Analyst	480,000
1 FTE: Risk & Compliance Officer	600,000
1 FTE: Security Systems Technician	375,000
1 FTE: Senior IT Auditor	840,000
1 FTE: System Administrator (Treasury)	390,000
1 FTE: TOD Associate Position	376,000
1 FTE: Traveler Information Data Analyst	600,000
2 FTE: Asset Performance Division - Manager & Liaison	958,000
6 FTE: Public Relations Staff	3,672,908
AHU (4) Replacement @ District Shops	480,090
AHU 11-01 Replacement @ District Shops	300,000
All Employee Survey	75,000
Asset Management Program Planning & Implementation	380,000
At-Grade RxR Crossing - Emergency Repair & Maintenance	1,200,000
Atrium Skylight @ Blake	30,000
Boiler & Domestic Water Heater @ District Shops	30,000
Boiler & Domestic Water Heater @ Mariposa	55,000
Boiler Replacement @ Blake	400,000
Boilers Conversion from 2 Pass to 4 Pass @ East Metro	150,000
Brake Hoist Replacement @ East Metro	300,000
Break/Copy Rooms Upgrade @ Blake	30,000
Budget Module Upgrade	854,000
Building Automation Upgrade @ Boulder	550,000
Building Duct Cleaning @ District Shops	144,437
Building Electrical System Evaluation @ East Metro	25,000
Burnham Yard Environmental Clean-Up	1,500,000
Bus Operating & Maintenance Facility - 130 Bus Capacity	150,000
Bus Operator Training Center	300,000
Bus Wash Replacement @ East Metro	1,600,000
Bus Wash Two Lanes Replacement @ Boulder	800,000
Business Applications Technology Roadmap	2,800,000
Canopy Gutter Modification @ DUS	20,000
Canvas Wash Bay Doors (4) Replacement @ District Shops	120,120
Carpet Replacement in Administration Area @ Boulder	40,000
Carpet Replacement in Drivers Area @ East Metro	40,000
Carpet Replacement in Maintenance Offices @ Platte	25,000
Civic Center - Re-Opening Celebration 2017	12,600
CNG Defueling Recapture System	20,000
CO NO2 Sensors Replacement of Particulate Sensors	200,000
Consultant Work Orders for BI Projects	1,560,000
Continuous Improvement Program Support	250,000
Decommission 29th & Welton Street LRT Station	300,000
Denver Multi-Modal Access Plan 2.0	500,000
Design Software Annual Subscription Renewal	1,200,000
Disaster Recovery	1,200,000
Drivers Lounge & Restrooms Upgrade @ Boulder Transit Center	50,000

EXHIBIT IV

2017-2022 SBP Deferred Projects

Dry Fire Sprinkler System Piping Replacement	460,000
eDiscovery Tools - Email	270,000
Electrical Panel on Building South End @ District Shops	125,000
Electrical Study - Whole Building @ District Shops	200,000
Electrical Switch Gear Upgrade & Capacity Increase @ Boulder	400,000
Elevators (3) Replacement @ District Shops	400,000
Engineering Division Staff Re-Allocation	7,350,000
Enterprise Server Hardware Refresh	200,000
Exhaust Fans (13) Maintenance End @ Platte	900,000
Exterior Wall Panel Caulking Replacement @ East Metro	80,000
Fire Panel & Related Infrastructure @ District Shops	1,001,000
Fire Protection Upgrades – Alarm Panel	620,000
FlexPass Program	830,000
Fuel Pumps Upgrade @ District Shops	40,000
Heat Improvement in Warehouse @ District Shops	50,000
High Speed Roll Up Doors Replacement @ East Metro	80,000
Hoist Replacement in Small Engine Bay	40,000
Human Resources Information System - Oracle HRIS Replacement	4,012,000
HVAC 601 Replacement in Upholstery Shop	30,000
HVAC Building L Upgrade @ District Shops	30,000
HVAC Units on Elevator Cabs @ SE Corridor Stations	181,780
HVAC Units Replacement @ SCC Facility	250,000
HVEC Units (9) Replacement @ Platte	3,000,000
I-25 Bus Lanes Extension - CDOT	375,000
I-25/Broadway Parking Analysis	150,000
Infrared Heaters Replacement in Fueling Lanes @ Platte	24,000
In-Ground Lifts (6) Replacement @ District Shops	300,000
Interior Stone Walls @ Blake	100,000
ISO 55000 Assessment	125,000
Jib Crane Pneumatic Operators (4) Replacement @ District Shops	25,000
Labor Relations Waiting Area Remodel	50,000
LED Replacement of Explosion Proof Lights @ District Shops	240,000
Locker, Partition & Restroom Remodel - Mechanics End @ Boulder	300,000
Makeup Air Units (4) Replacement @ Platte	1,000,000
Metal Roof Repairs @ Platte	40,000
Mobile Offices in Body Shop	30,000
Module to Import Farebox/SmartCard Data into Ridecheck Plus	200,000
Navajo Building (Old MOW) Upgrade	520,000
North Boulder PnR & Bus Transfer Center	60,000
North Longmont PnR	192,000
Office Remodel of First Floor @ Mariposa	130,000
Online Reservation Module for RouteMatch Software	100,000
On-Site Health Center @ Platte/East Metro	7,440,760
On-Vehicle Advertising Repair	60,000
Overhead Sectional Doors (34) @ District Shops	445,000
Pallet Racks @ District Shops	25,000
Paratransit IVR Integration with RouteMatch Software Replacement	300,000
Parking Structure @ Mineral Park-n-Ride	570,000
Parts Washer Replacement @ District Shops	40,000
Pass Program Study - Consultant Support	400,000
Pinery PnR	64,000
Printers & Scanners Hardware Refresh	65,000
Product Reels @ East Metro	540,000
Public Safety LTE Devices - Replacement of Cellular Devices	2,250,000
Quiet Room Remodel @ Boulder	50,000
Rail Repair Materials	200,000
Rail Revenue Service Lines State of Good Repair	3,000,000
RAU (3) Furnaces for Paint Booths @ District Shops	150,000
Real-Time API Portal Cloud Services	720,000
Restrooms Remodel - 1st & 2nd Floors @ Boulder	250,000

EXHIBIT IV

2017-2022 SBP Deferred Projects

Restrooms Remodel @ District Shops	30,000
Rio Court Miscellaneous Modifications	215,000
Roll-Up Door – Northwest Corner of Garage @ Boulder	30,000
Roll-Up Doors (3) in the Landscape Building @ District Shops	90,000
Roof Replacement @ East Metro	5,020,000
Roof Replacement @ Mariposa	305,000
Roof Replacement @ Platte	2,520,000
RouteMatch Software Replacement	500,000
Scanners (4) Replacement for Accounts Payable	30,000
Second Floor Mezzanine Addition @ Elati	1,252,000
Site Drainage Improvement - SW Corner @ Zee Building	250,000
Site Drainage Improvement @ Mariposa	250,000
Site Drainage Improvement at Loading Dock @ Mariposa	160,000
Skylights Re-Glaze & Re-Seal @ East Metro	350,000
Smart Media Technology (SMT) Cellular Connectivity at Grocers	216,000
Smart Media Technology (SMT) Life-Cycle Equipment Refresh	216,000
Smart Media Technology (SMT) Web Portal ADA Audit	600,000
Snow & De-Icer Containment Walls & Slab @ Weston Property	65,000
Software Development Tools for the Custom Development Team	147,000
Split System AC Systems (3) Replacement @ Blake	80,000
Stakeholder Engagement Software	175,950
Steel Inspection Pits Replacement @ East Metro	2,650,000
Steelabrator @ District Shops	35,000
Supervisors Office Remodel @ Boulder	350,000
System Optimization Plan	1,900,000
Tactile Strip Replacement @ SE Rail Line	1,690,000
Thornton PnR - Transit Plaza Upgrades	50,000
Ticket Vending Machine Replacement - Scheidt & Bachmann	6,000,000
TIES Vehicle Assignments Enhancements & Tablets	150,000
TOD Pre-Development Due Diligence	120,000
Train Hoist Rams (16) in Service Pits @ Mariposa	265,000
Traveler Information Systems (Real-Time)	300,000
Treasury KIK Building	500,000
Tree Replacement for Emerald Ash Borer Infestation	67,500
Trip Planner Enhancements	600,000
Underground Tanks Replacement @ East Metro	800,000
US36/Broomfield PnR North Side	158,000
Wall at Ticket Sales Area @ Boulder Transit Center	20,000
Wall Coating & Lighting Upgrades in the Chassis Wash	32,000
Wheel Set Turntable in Wash Bay Removal @ Elati	25,750
Yellow Tile Re-Install @ DUS South Entry	35,000
Total Expense Projects	\$ 97,148,783