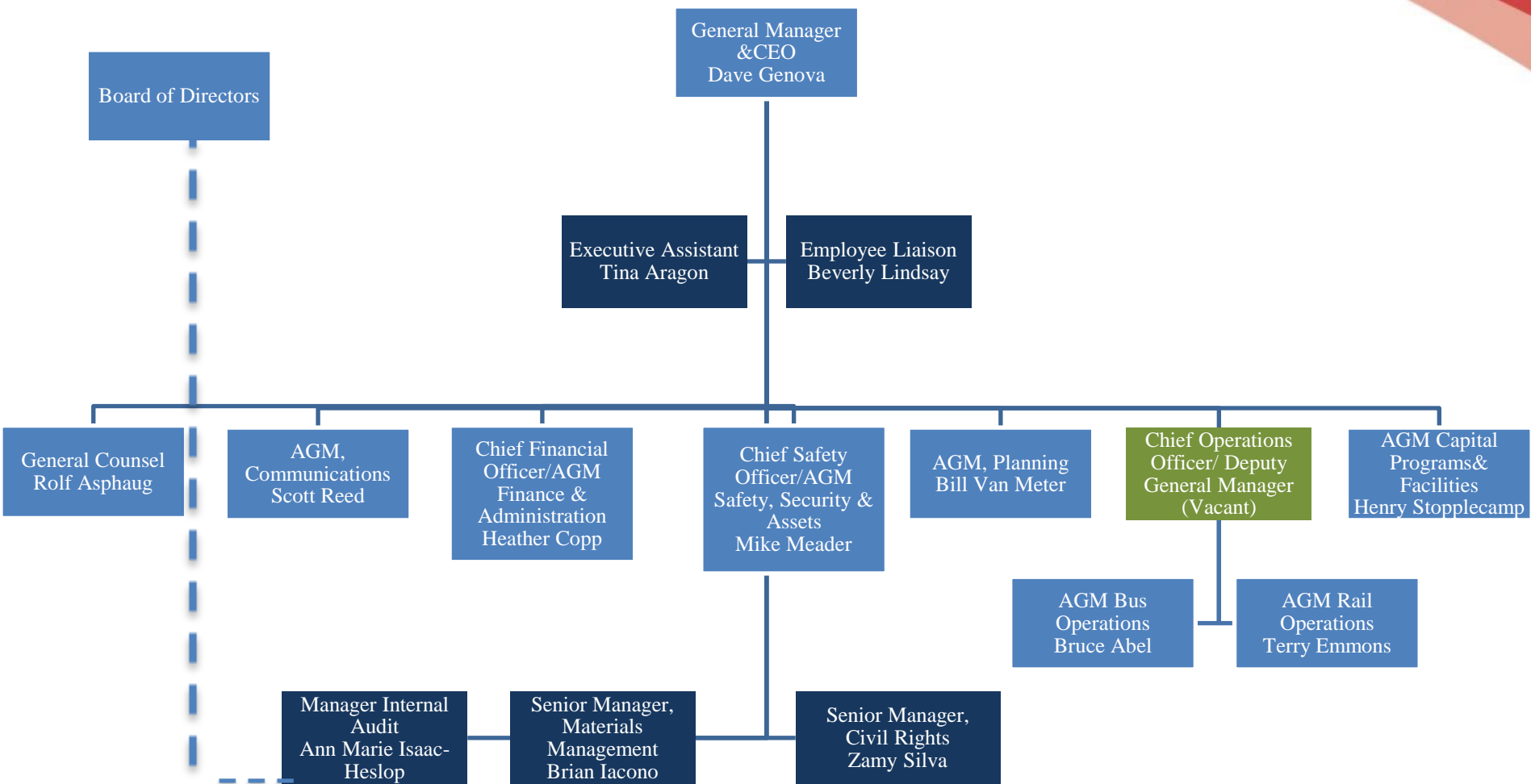


State of the District

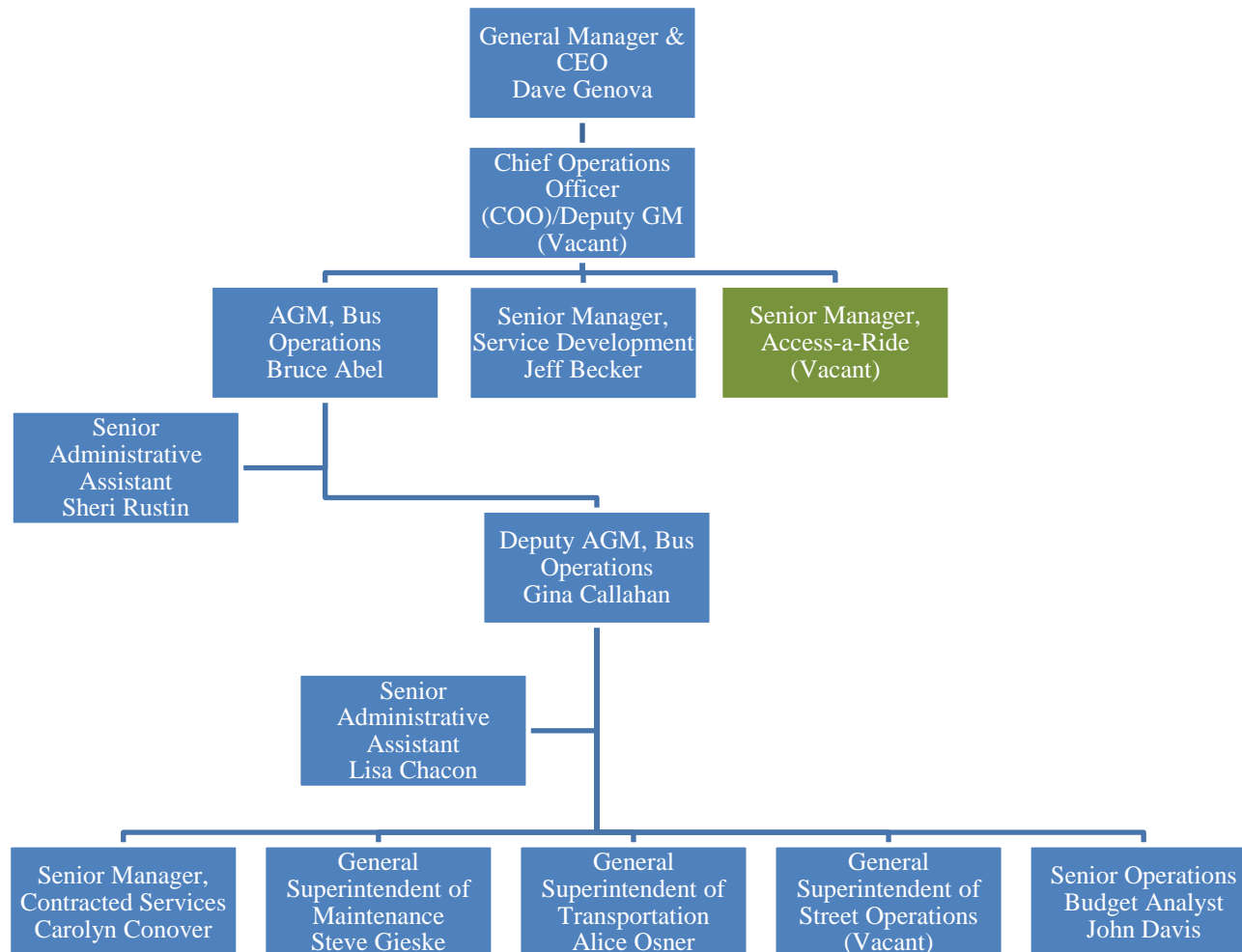
December 6, 2016

RTD Department Structure



Senior Leadership: 
 Executive Office Team: 

Bus Operations - Structure



Bus Operations – 2016 Accomplishments

- Implementation of US 36 Bus Rapid Transit (BRT) Flatiron Flyer service between Boulder and Denver.
- Implemented restructured bus service network to accompany the opening of the University of Colorado A Line commuter rail service between Denver Union Station (DUS) and Denver International Airport (DIA).
- Introduction of Zero Emission all-electric BYD Mall shuttle buses.

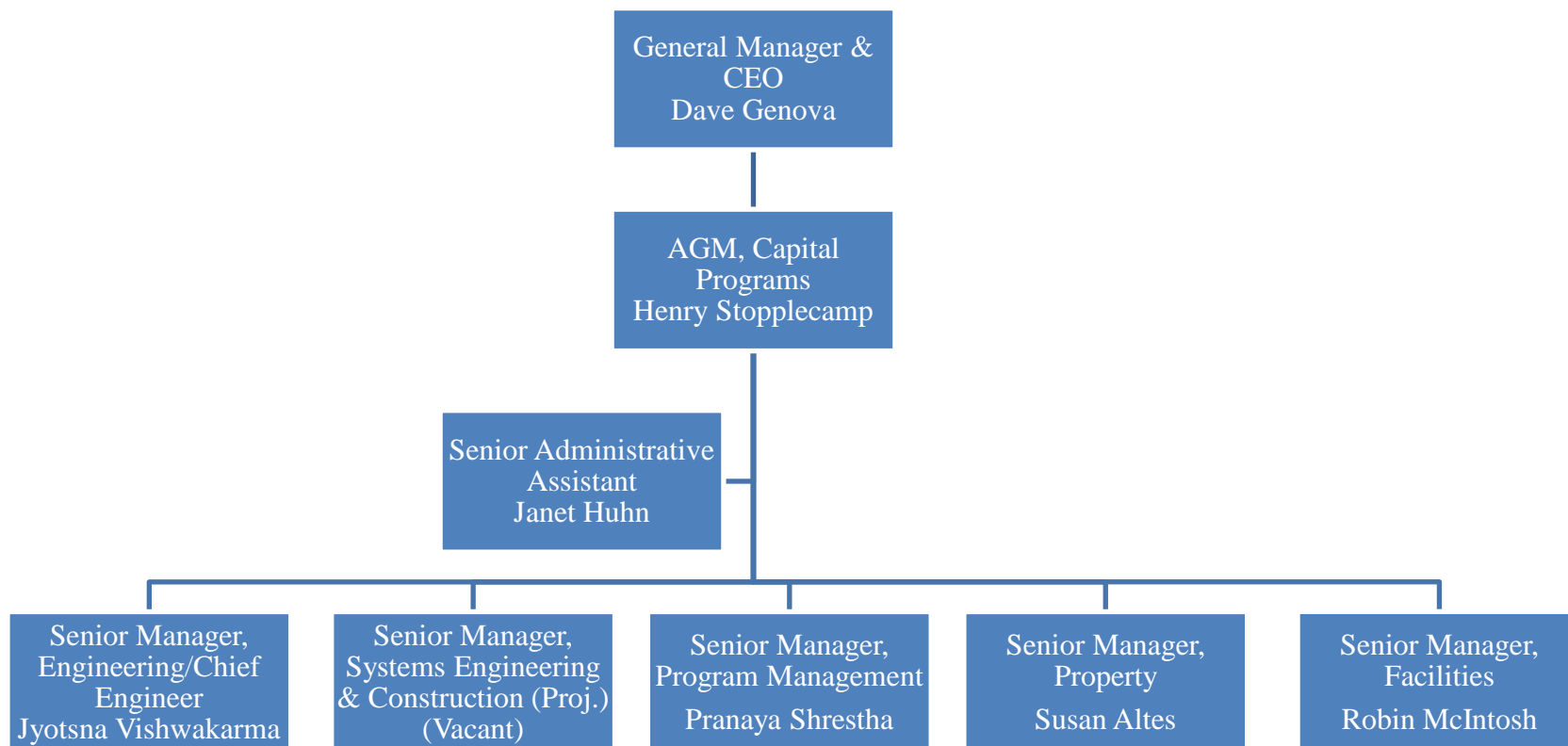
Bus Operations – 2017 Goals

- Implement restructured bus service network to accompany the opening of the G Line commuter rail service between Wheat Ridge, Arvada and DUS.
- Complete the replacement of the 16th Street Mall shuttle buses with BYD all-electric Mall shuttle buses.
- Develop draft service plan, seek public comment and seek Board approval of restructured bus services to accompany the opening of the N Line commuter rail service in 2018.

Bus Operations – 2017 Challenges

- Meet staffing needs in all areas of operations to respond to changing service needs, demographics and succession planning needs.
- Improve service delivery to meet growing mobility needs and improve on-time performance while staying within constrained financial resources.
- Address changing technology and its potential for integration into the public transit service offering.

Capital Programs – Structure



Capital Programs – 2016 Accomplishments

- Completed construction and testing for the openings of the Flatiron Flyer, University of Colorado A line, and B line; the R line construction and testing nearly complete; the University of Colorado A line received the international Global AirRail Awards “Travelport Project of the Year”.
- Issued Notice to Proceed for construction of the Southeast Rail Extension (construction is on-going).
- Implemented state of good repair projects for the existing light rail corridors, bus system and facilities as outlined in the SBP.

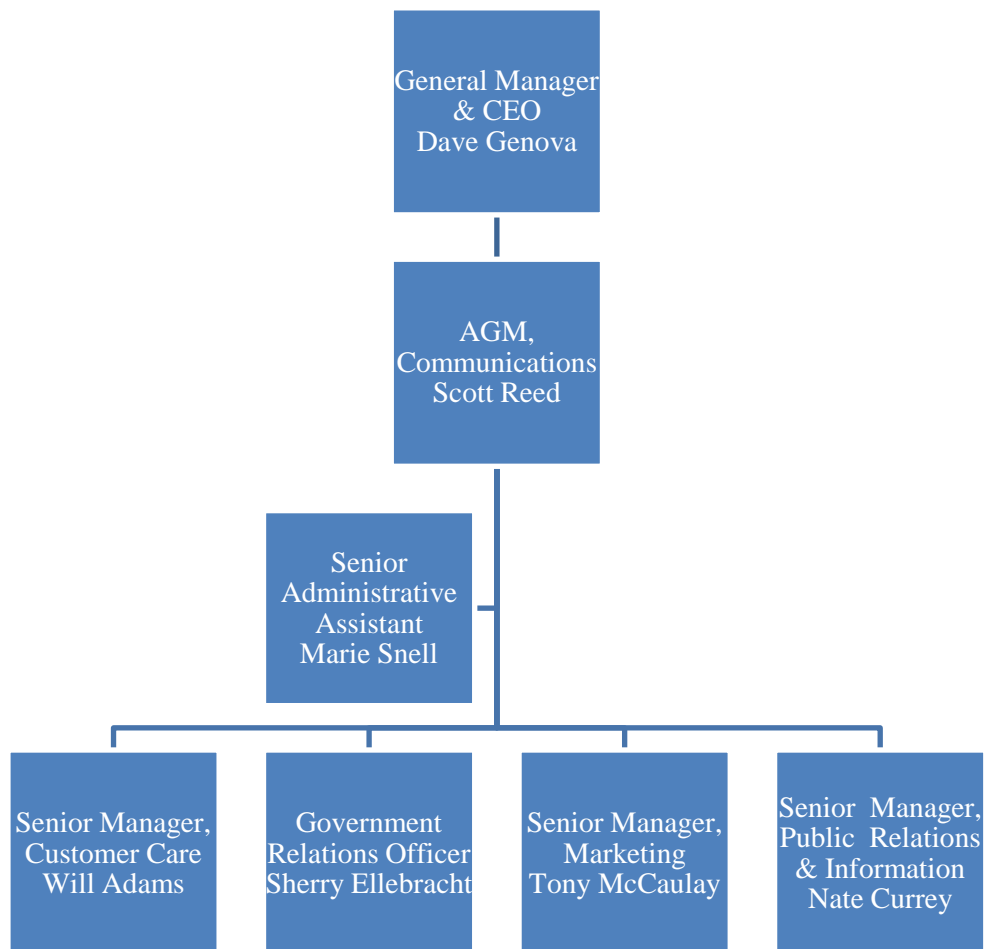
Capital Programs – 2017 Goals

- Place the G Line and R Line in service and institute Quiet Zones on the commuter rail lines.
- Continue to work with CCD and the Downtown Stakeholders on developing solutions for the 16th Street Mall.
- Continue to implement state of good repair projects for the existing light rail corridors, bus system and facilities as outlined in the current SBP.

Capital Programs – 2017 Challenges

- Address project management challenges of managing all projects of our capital program safely, within budget, on-schedule and with high quality.
- Successfully work with stakeholders to meet their expectations while maintaining the defined scope, schedule and budget of the projects.
- Begin transition from management of a large-scale capital construction program to a maintenance program for a large multimodal transit infrastructure in a state of good repair.

Communications - Structure



Communications – 2016 Accomplishments

- Completed and managed communications plans, marketing materials, new schedules materials, website changes and grand opening events for the Flatiron Flyer, University of Colorado A line, and B line; the A, B, G, R campaign received the Grand Prize American Public Transportation Association's (APTA) Ad Wheel Award for excellence in marketing.
- Created significant additional social media presence coordinated with opening of the University of Colorado A Line resulting in a 42% Increase in Twitter followers and a 214% increase in Twitter engagements; with a 15% Increase in Facebook followers and a 94% increase in Facebook engagements.
- During the 2016 session of the Colorado General Assembly, reviewed 776 bills and resolutions, monitored 11 bills with potential significant impacts to RTD, and monitored an additional 78 bills with less significant impacts to RTD.

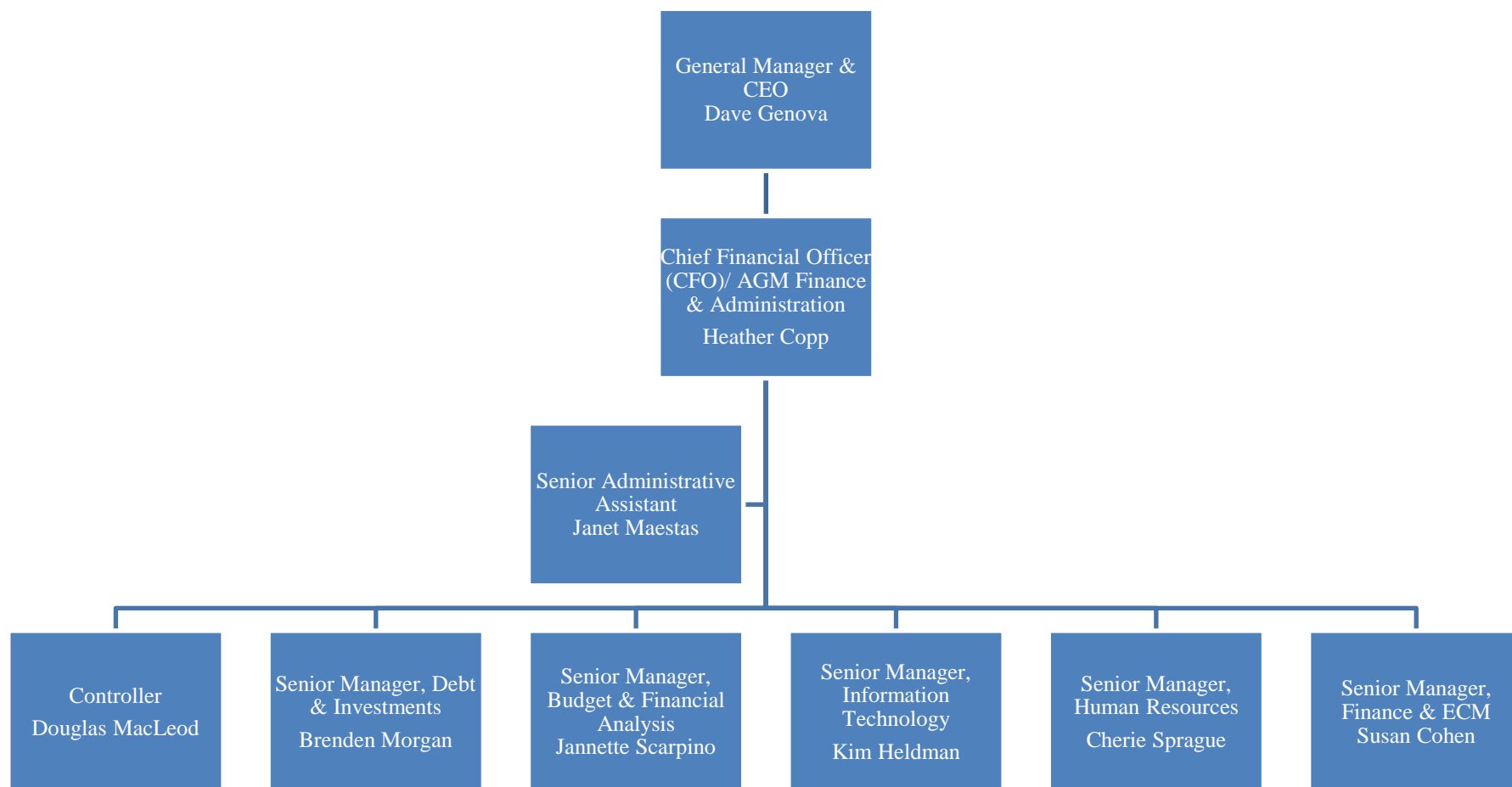
Communications – 2017 Goals

- Build on 2016 launch of real-time arrival information for bus and light rail with the launch of new Rider Alerts system for more accurate, timely service alert information.
- Community Engagement team to enhance RTD Board District public outreach efforts.
- Successful construction closeout and move-in to the new headquarters space for Customer Care Division to help better control the more than 1.3 million calls and 23,000 emails handled annually.

Communications – 2017 Challenges

- Explore additional media trades, partnerships, and low-cost alternatives to stretch limited Marketing dollars.
- Improving RTD messaging by producing consistent, meaningful and positive RTD Base & FasTracks related content.
- Ensure that RTD is well represented at all levels of government - federal, state, local - as well as at stakeholder meetings and to keep the RTD Board of Directors and RTD staff apprised of pertinent information in a timely manner.

Finance and Administration— Structure



Finance & Administration – 2016 Accomplishments



- The Board approved the Strategic Budget Plan (SBP), the Annual Program Evaluation (APE), the Financial Plan and the 2017 Budget. All of the Board's objectives were achieved: No reductions in service, Increase reserves, Reduce reliance on debt (all plans fully balanced within very tight fiscal constraints).
- RTD closed on \$200 million FasTracks bonds that will be used to fund the FasTracks projects that are currently under construction.

Finance & Administration – 2016 Accomplishments (cont.)

- Technology-related
 - RTD IT systems cybersecurity assessment, and light rail SCADA system cybersecurity assessment
 - Real-time data for bus and light rail
 - Upgraded trip planner
 - Stored value pilot program went live on Jan.1, 2016. As of Nov. 20, 2016, 1,920 have been issued with a total value of \$313,100 loaded and 113,540 boardings. As part of this program, this application was moved to a new hosted environment which was completed on time. New iPhones with new eForce and SMT programming to replace the aging HSMRs were implemented as part of this program in June.

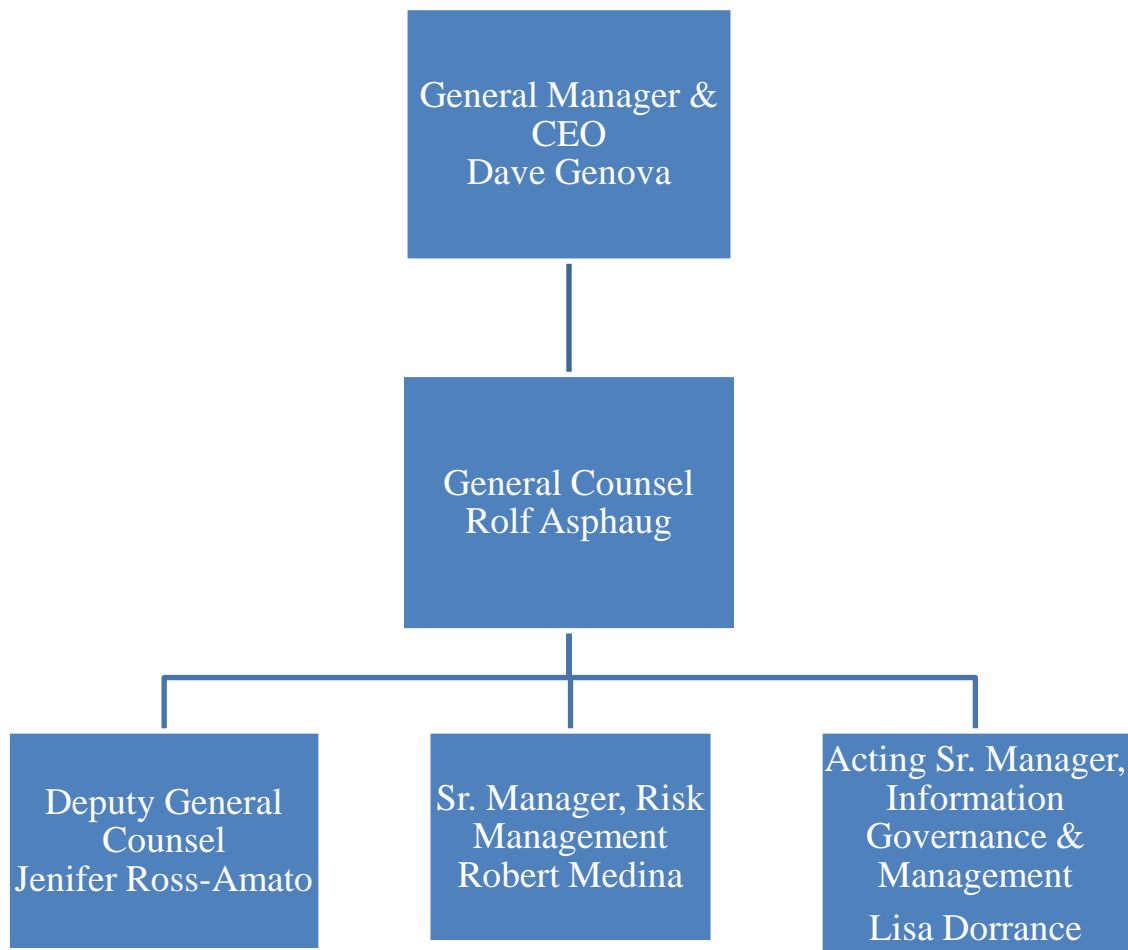
Finance & Administration – 2017 Goals

- Implement Mobile Ticketing.
- Increase and improve recruitment efforts for bus and light rail operators.
- Develop SBP, APE, Financial Plan and 2018 Budget that address Board goals of building reserves, meeting service needs, and address State of Good Repair and CBA wages/trust needs.

Finance & Administration – 2017 Challenges

- Recruitment
- Collective Bargaining Agreement Negotiations
- Fiscal sustainability
 - Strategic Budget Plan (SBP)/ Annual Program Evaluation(APE)/ Financial Plan / 2018 Budget that address Board goals of building reserves, meeting service needs within means, and address State of Good Repair and CBA wages/trust needs within very tight fiscal constraints.
 - No ability to borrow or bond.

General Counsel – Structure



General Counsel – 2016 Accomplishments

- Created and integrated RTD's new Information Governance and Management Division.
- Settled the Colorado Cross-Disability Coalition class action lawsuit challenging the design and operation of RTD's light rail vehicles.
- Provided extensive legal work to open the University of Colorado A Line, B Line, and Flatiron Flyer plus several parking garages; and to ready the G and R Lines for opening.

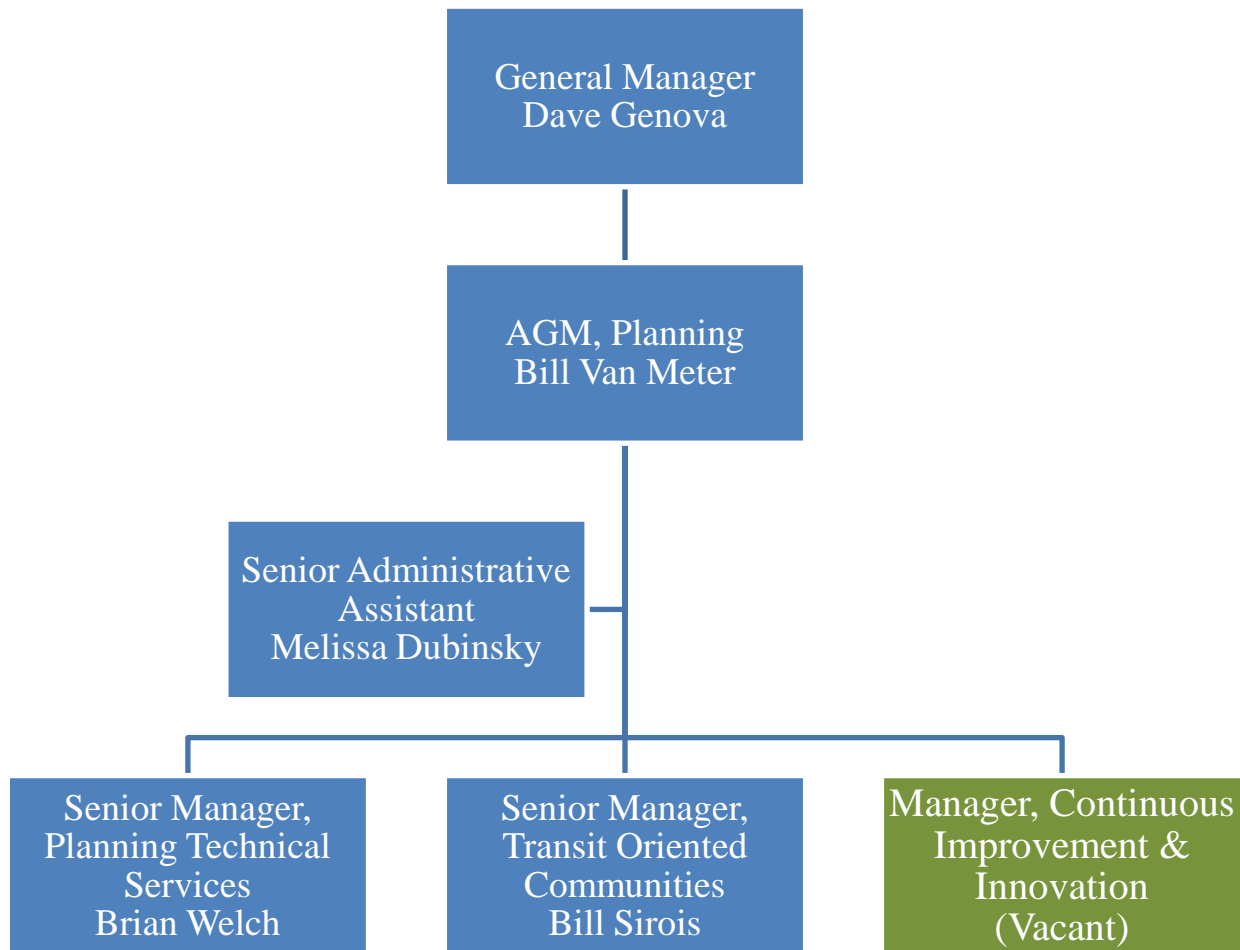
General Counsel – 2017 Goals

- Complete new procedures, training, templates and terms/conditions for technology contracts.
- Finish drafting and implementing a comprehensive 5-year plan to make RTD proactive in information governance and enterprise content management.
- Develop and implement web-based Colorado Open Records Act intake procedures and accident/incident report processing.

General Counsel – 2017 Challenges

- Increased numbers and complexity of lawsuits and claims concerning personal injury, employment, ADA, contracts, and construction.
- Managing an ever-expanding universe of information created by RTD and managed with various information systems, making it difficult to gather and produce data and records.
- Creating and managing a large number of projects to support the department's missions, including ensuring necessary training of RTD staff on new policies and procedures.

Planning – Structure



Planning – 2016 Accomplishments

- Award of \$92 million Southeast Rail Extension Small Starts Grant Agreement on April 27, 2016.
- Completed rigorous analysis of potential for FTA New Starts/Small Starts grant funding of the Central Rail Extension, Northwest Rail, North Metro Completion and Southwest Rail Extension and presented results to stakeholders and Board.
- Completed the Parking Pricing Technical Analysis and presented study results to the Board.

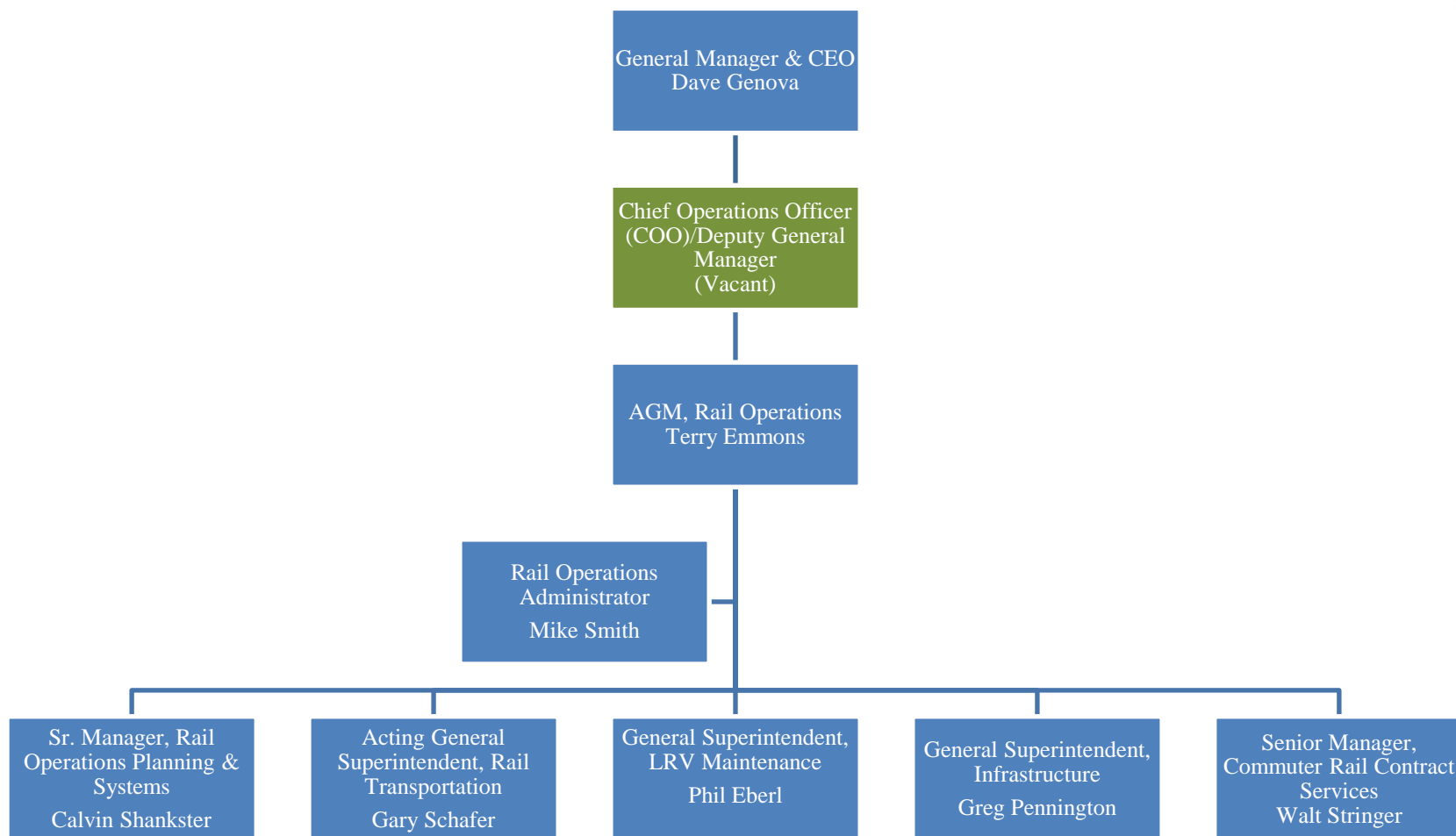
Planning – 2017 Goals

- Issue Request for Proposals, retain a consultant, and begin the District-wide Arterial BRT Feasibility Study.
- Procure a consultant team and initiate the NEPA and Preliminary Engineering process for arterial BRT on State Highway 119.
- Initiate the Pass Program Study and convene the Pass Program Working Group.

Planning – 2017 Challenges

- Obtain NEPA clearance for the 15L Route Improvements project.
- Track and pursue all federal, regional, and non-profit funding opportunities (grants, etc.) to support RTD's goals and objectives.
- Managing expectations for RTD's ongoing role in TOC issues including affordable housing, first and final mile connections, gentrification, and joint development opportunities.

Rail Operations – Structure



Rail Operations – 2016 Accomplishments

- Rebuilt the aging infrastructure with full replacement of NB Speer\Stout and 13th Ave. grade crossings for State of Good Repair rehabilitation.
- Successfully procured rail track equipment to correct the existing degradation of track ride quality conditions.
- Provided rail operations oversight to open and oversee the operations of the University of Colorado A line and B line; and completed integrated testing and preparation for the R line to provide a safe and reliable light rail operating system.

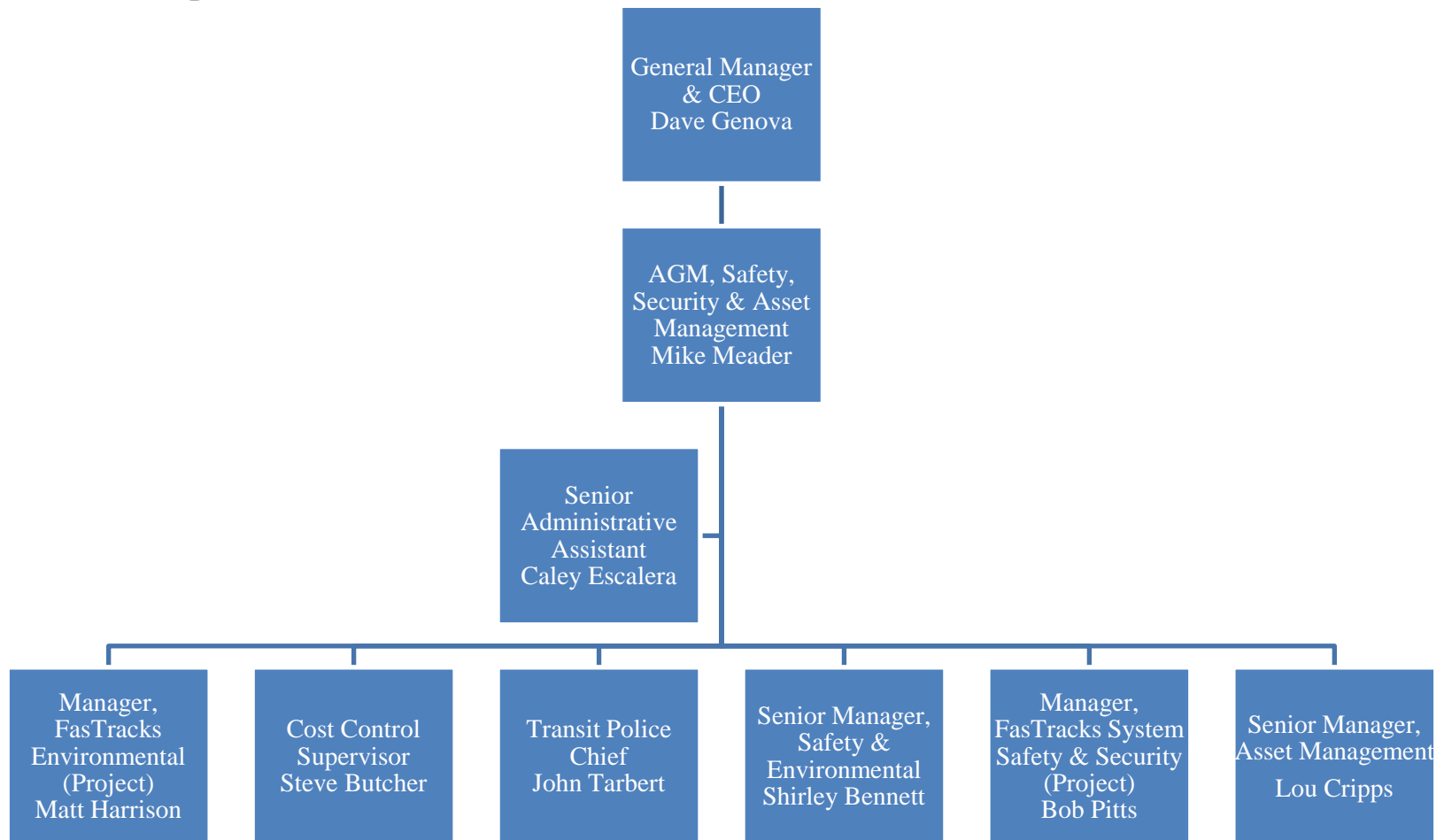
Rail Operations – 2017 Goals

- Appropriately staff all Rail Operation divisions to ensure that we are able to operate and maintain the existing system properly and support the expansion of the new rail corridors.
- Install and implement the advance railway safety warning system for Wayside Workers.
- Complete system upgrades on selected system infrastructure elements to assure maximum operational safety, efficiency and on-time service delivery.

Rail Operations – 2017 Challenges

- Continue Light Rail State of Good Repair vehicle overhaul project and targeted track and system rehabilitation work in downtown Denver.
- Recruit, train and retain the additional rail vehicle operators necessary to operate the existing corridors and also support the additional corridors.
- Continue to obtain funding for State of Good Repair rehabilitation work for the aging infrastructure.

Safety, Security & Asset Management – Structure



Safety, Security & Asset Management – 2016 Accomplishments

- Received two national security industry awards/recognitions
 - Grand Platinum Award from Security Technology Industry for Security Command Center – Command and Control Technology Project
 - Department of Homeland Security/Transportation Safety Administration Gold Award for excellence in security programs.
- Compliant with new FTA Transit Asset Management Plan Rule Making – well ahead of schedule.
- Administered safety and security certification process and provided safety and security oversight to open and oversee safety and security of Flatiron Flyer, the University of Colorado A line and B line; and working toward completion of the safety and security certification process for the R line and G line.

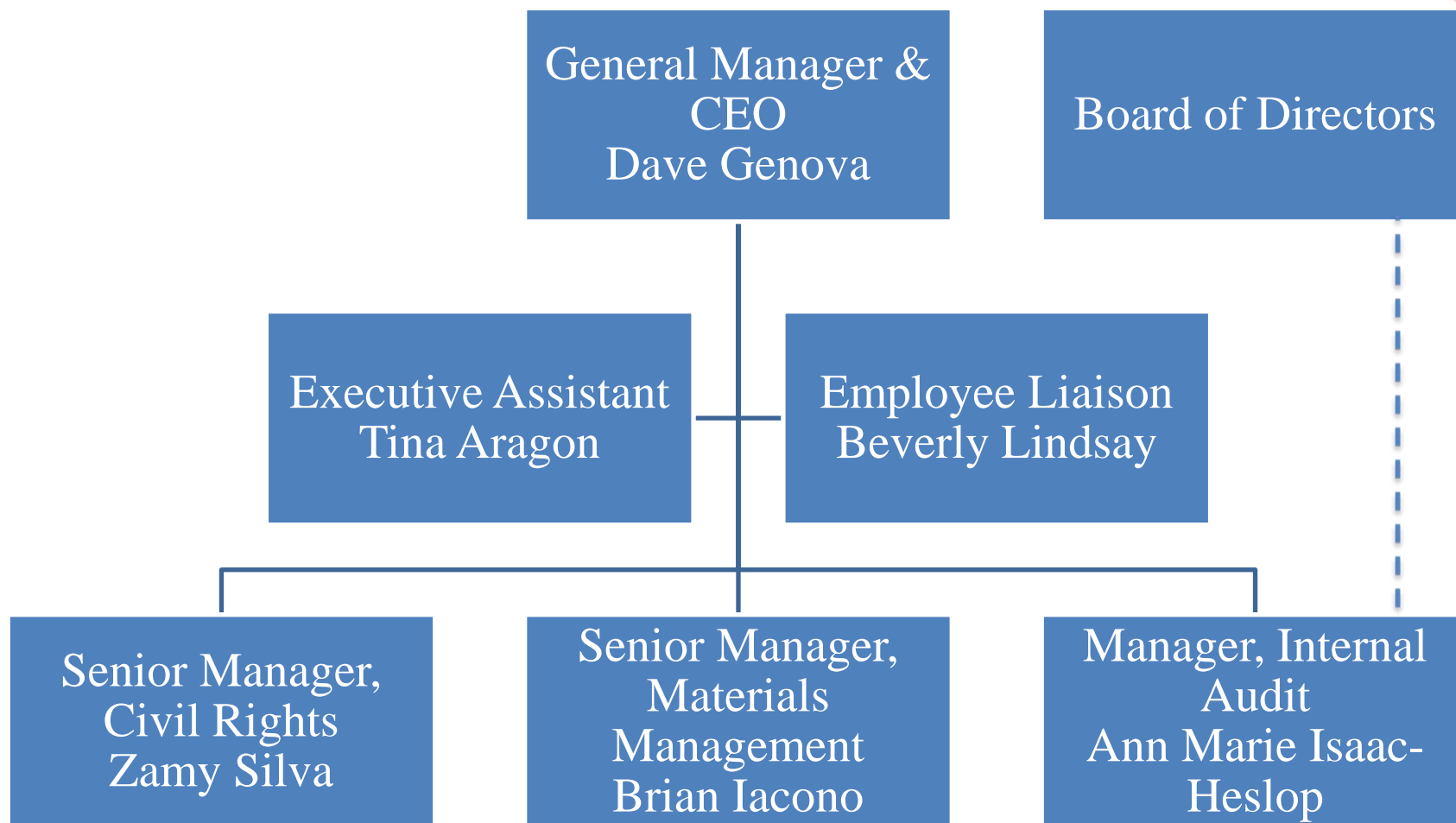
Safety, Security & Asset Management – 2017 Goals

- Complete the integration of light rail and commuter rail Command Centers for full redundancy and enterprise control from either location.
- Initiate transition of RTD System Safety Plan to FTA mandated Safety Management System; provide oversight of FRA mandated Part 270 System Safety Plan Transition for commuter rail.
- Begin implementation of new Enterprise-wide Hazard/Close Call Reporting System for light rail and commuter rail.

Safety, Security & Asset Management –2017 Challenges

- Meet increasing security needs with the opening of additional light rail and commuter rail lines.
- Implement new safety requirements with the adoption of Safety Management System framework.
- Continue efforts to gather data and develop analysis systems for Safety and State of Good Repair processes.

Executive Office Structure



Materials Management – 2016 Accomplishments

- Solicited and awarded 5,293 Purchase Orders or Contracts totaling \$304,953,559.
- Received \$500,440 revenue from public auction of surplus and obsolete District property.
- Achieved a 1.17% District wide Stock out level (Performance Measure Goal is 1.5%).

Materials Management – 2017 Goals

- Continue to award and administer contracts to support RTD Base System and FasTracks.
- Maintain District-wide stock out level below 1.5% (Performance Measure Goal).
- Successful implementation of a new Inventory Forecasting Software.

Materials Management – 2017 Challenges

- Maintain District wide stock out level below 1.5% (Performance Measure Goal).
- Implementation of Inventory Forecasting Software.
- Continue to monitor diesel fuel futures pricing and make recommendations to achieve budget certainty at competitive market rates.

Civil Rights – 2016 Accomplishments

- Completed the FTA Triennial DBE Goal and Methodology for FFY 2017-2019 proposing a 24% agency-wide DBE goal.
- Base system and FasTracks DBE/SBE/WIN goals have been achieved for 2016, and many FasTracks projects have exceeded their project goals.
- RTD was a major participant of the biggest 4-day National ADA Symposium in the nation.

Civil Rights – 2017 Goals

- Develop and implement a Diversity class which will be required for all RTD employees.
- Implement a robust revised ADA complaint procedure, and partner and coordinate an inter-agency collaborative Small Business Event.
- ADA committee structure review and revision.

Civil Rights – 2017 Challenges

- FasTracks contracts ending in 2017: reduction in consulting resources, executing DBE/SBE and labor compliance close-out reports and preparing all documents/files for federal reviews and audits.
- Transitioning the WIN Program from a construction focused community workforce development training program to assisting and developing training programs and initiatives to support operations and maintenance including RTD's internal recruitment needs.

District-wide Challenges and Priorities for 2017

- Fiscal sustainability.
- Workforce.
- Wages/CBA/trusts.
- State of Good Repair (funding).
- Aging bus facilities.
- New regulations (safety).
- Identifying funding to complete FasTracks.
- G and R line openings.

2017 Agency Strategic Goals

- Board adopted
 - Fiscal Sustainability
 - Workforce/Human Capital
 - Operations and Maintenance/State of Good Repair

General State of the RTD District

- Historic year opening 3 corridors on time and within budget, all exceeding ridership expectations.
- Safety remains the District's #1 priority.
- Service is our main value.
- Agency continues to perform at a high level meeting 89% of performance measures.
- Operating within budget, on time, meeting goals, received national recognition/awards.
- Financially stable by managing competing priorities.
- Transparent, collaborative, partner.
- Great team of RTD employees.
- Continued focus on continuous improvement and innovation.
- Positioned well to continue to meet goals and deliver service.

Questions?