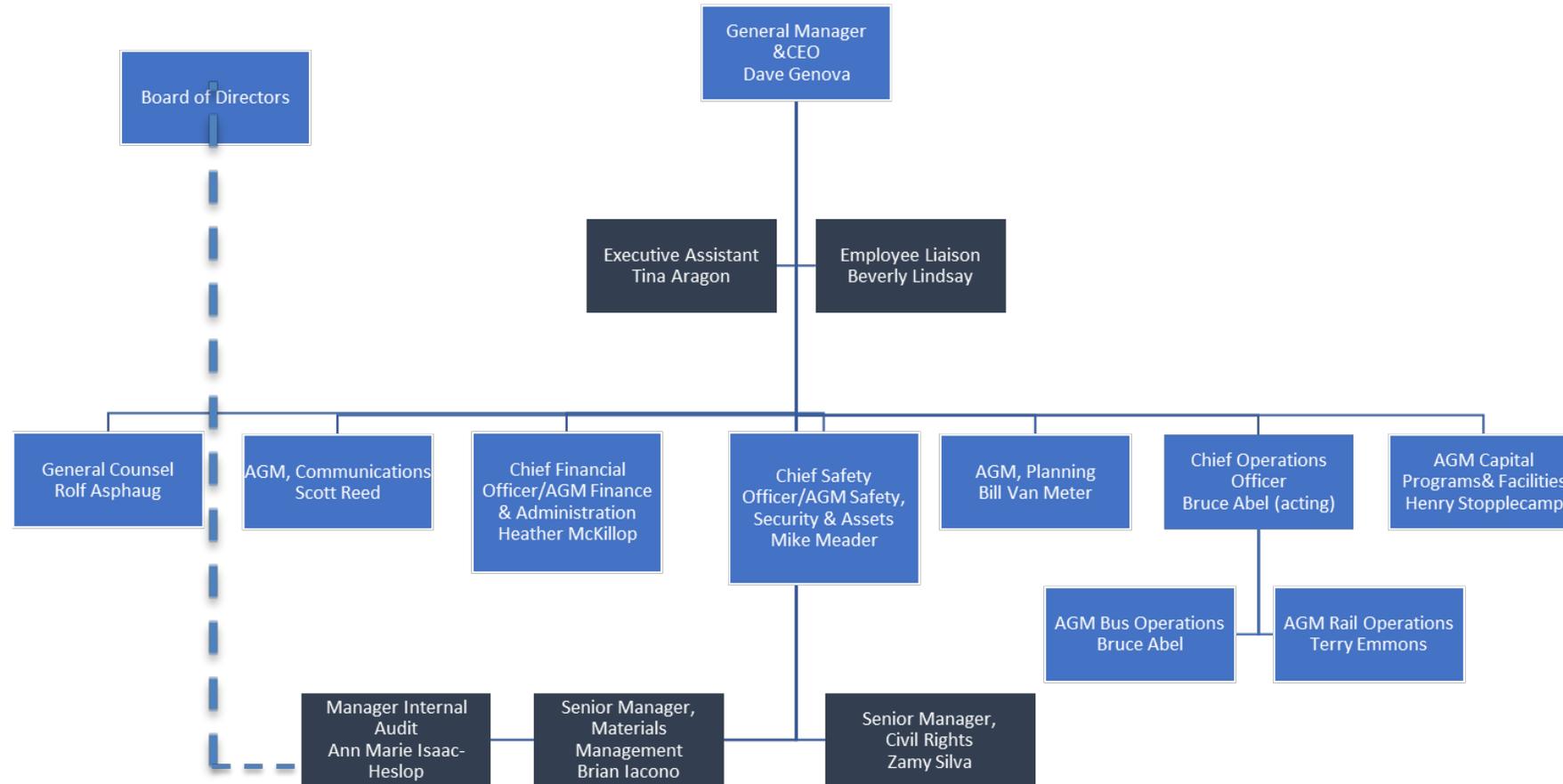


State of the District

December 12, 2017

RTD Organizational Chart



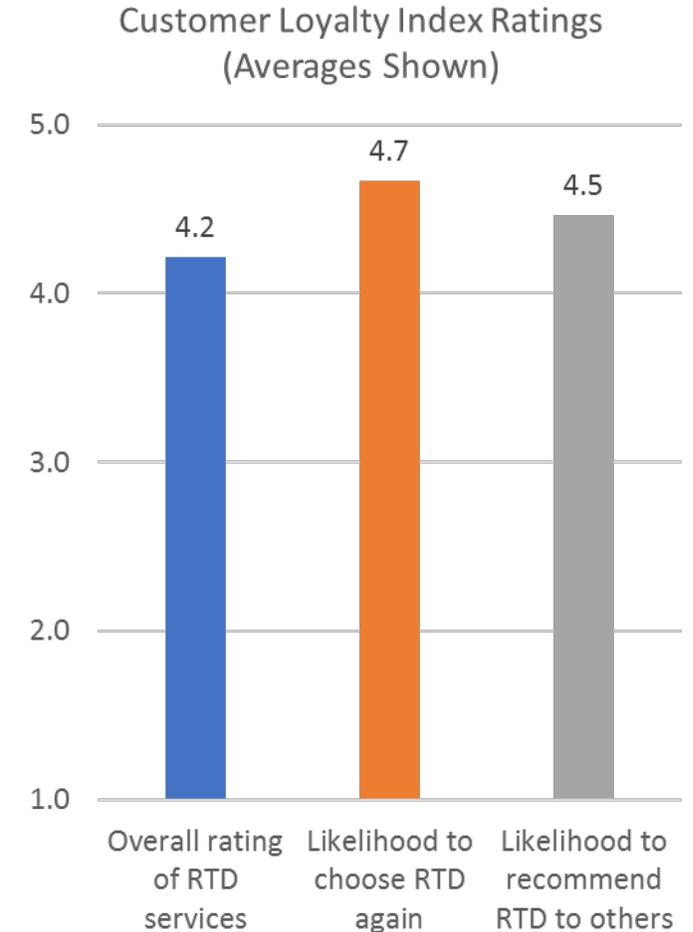
Senior Leadership: ■
 Executive Office Team: ■

RTD Service Summary 2017

- ~3.6 million hours of service (annualized)
 - 2.5 million bus service hours
 - 250 thousand rail service hours
 - 636 thousand Access-a-Ride service hours
 - 126 thousand Call-n-Ride service hours
 - 50 thousand hours of special service
- 140 local, 15 regional, 6 BRT routes
- 10,000 bus stops
- 7 light rail lines (58.5 miles, 62 stations)
- 2 commuter rail lines (29 miles, 9 stations)
- 24 Call-n-Ride areas
- On pace for 100 million boardings
- 99.5% of all fixed route services, 99.9% of rail services
- Improved OTP Access-a-Ride from 95 to 96%
- 1026 fixed route buses
- 398 paratransit cutaway buses
- 172 light rail vehicles
- 66 commuter rail vehicles

Consistently Meeting Customers' Needs

- A high satisfaction rating indicates RTD delivered those things that mattered most for a customer - indicates high-quality experiences are the norm for our customers (4.2 out of 5)
- Whether they used a bus, train, or a combination of RTD services, customers indicate that they'll trust RTD to meet their transportation needs again in the future and that they would recommend RTD services to others.

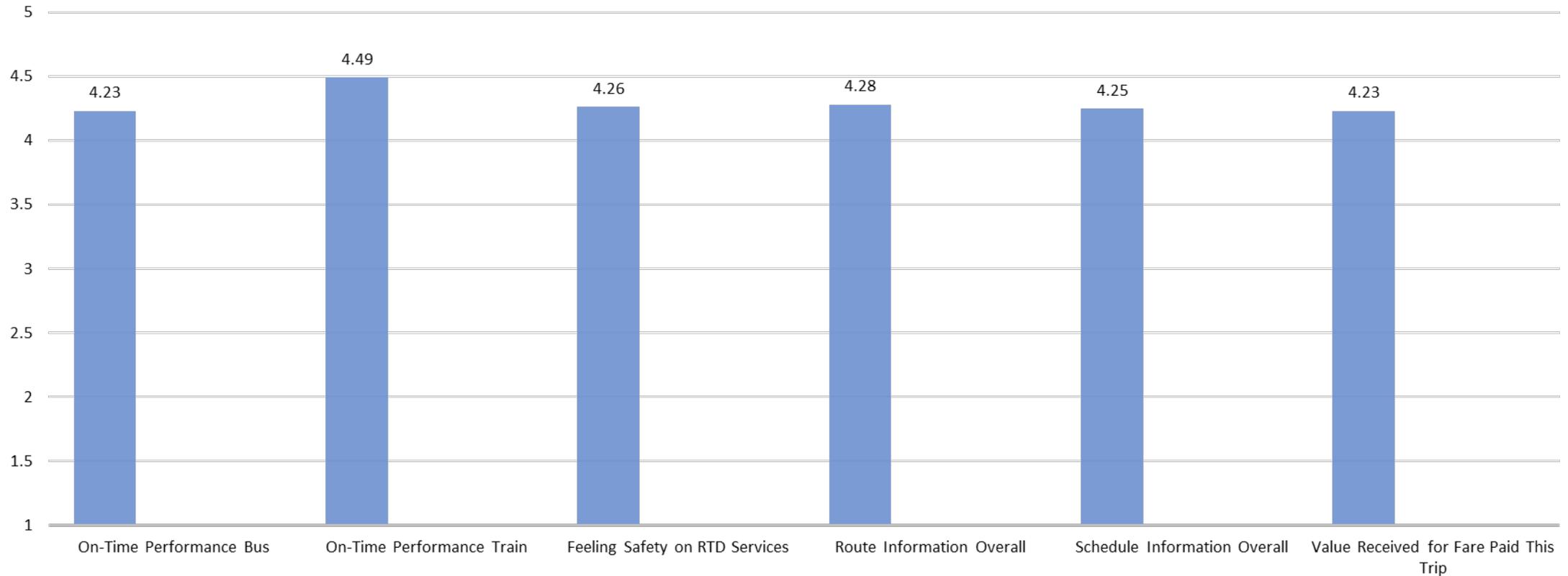


	Overall rating of RTD bus service	Overall rating of RTD train service
2017	4.2	4.3
2014	4.2	4.2
2011	4.2	4.1

- Overall rating of RTD services responses provided on a 5-point scale where 1=Very Dissatisfied and 5 = Very Satisfied
- Likelihood to choose RTD again and Likelihood to recommend RTD to others Responses provided on a 5-point scale where 1=Very Unlikely and 5=Very Likely

Consistently Meeting Customers' Needs

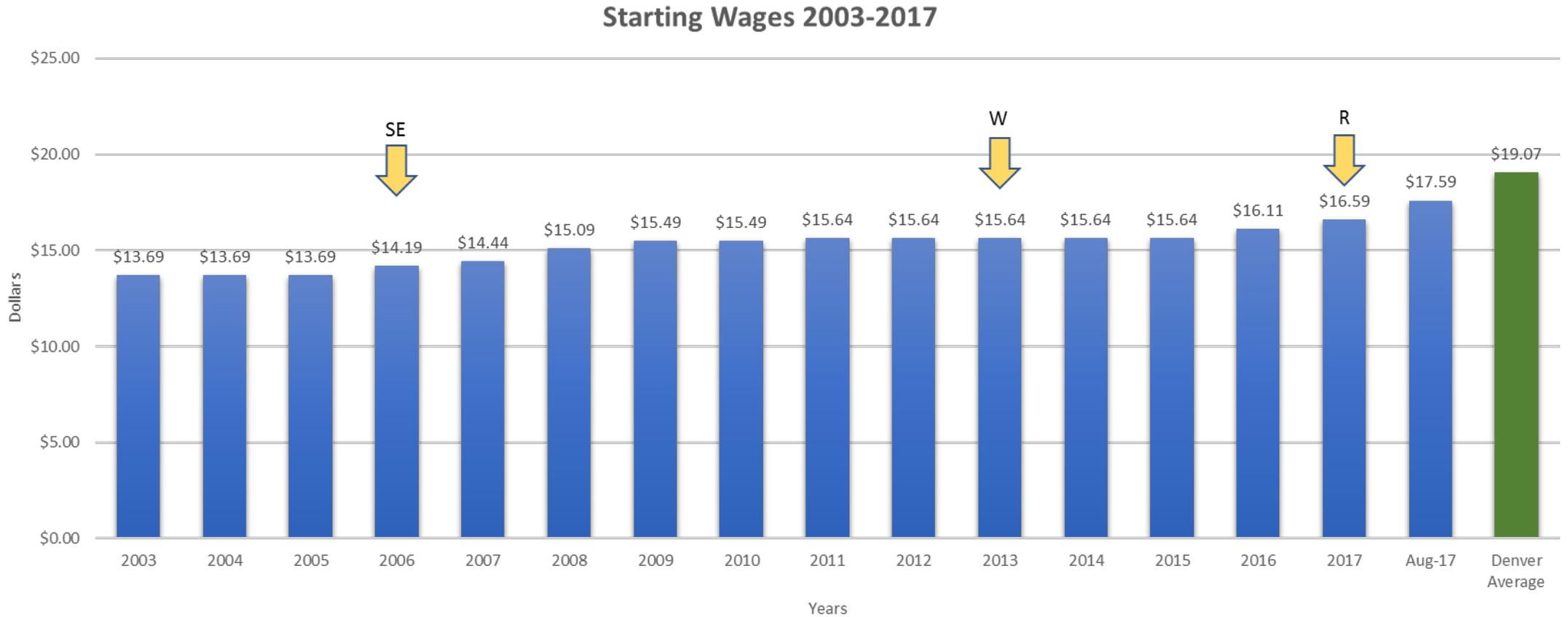
Average Quality Ratings of Various Service Aspects



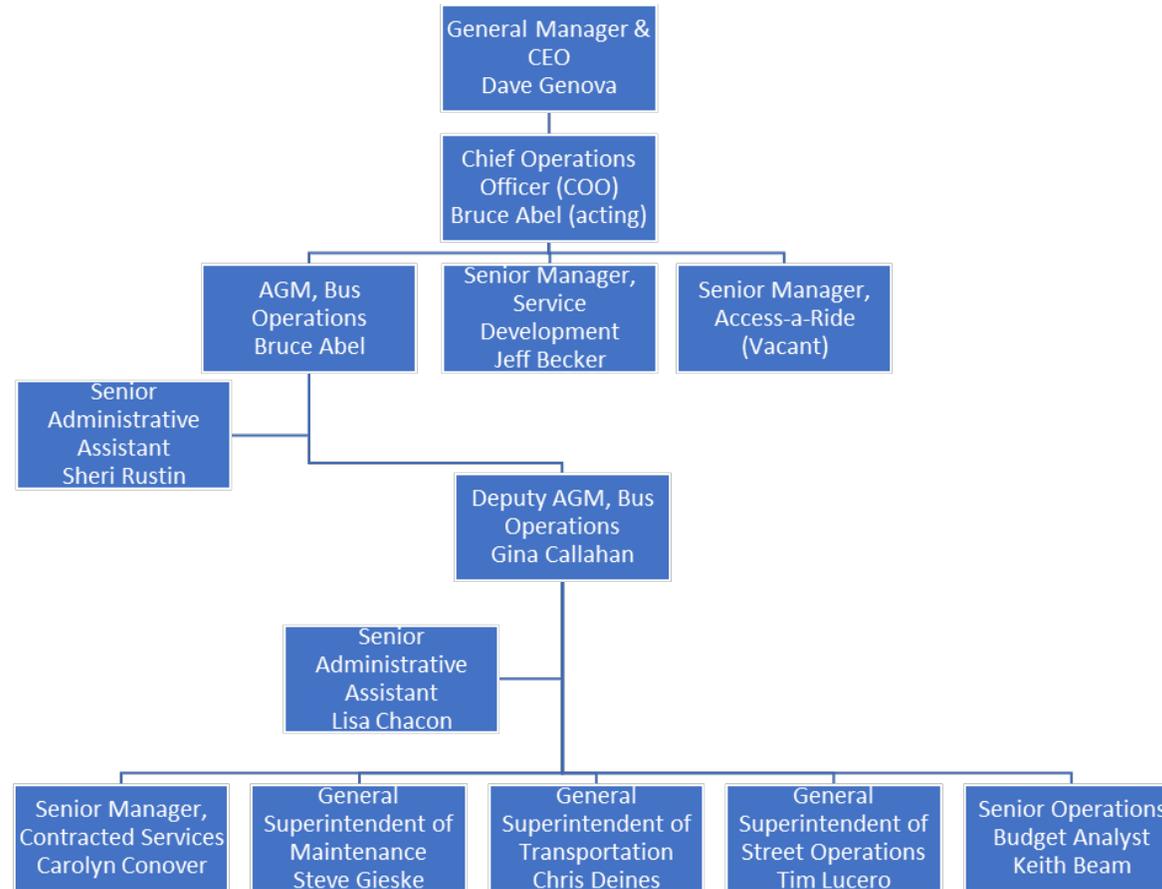
Challenges

- University of Colorado A Line and G Line regulatory approval
- Completion of G Line testing
- Revenue service G Line
- Quiet zones
- N Line schedule
- Two contractor claims
- Bus and Rail operator shortage
 - Mandating overtime
 - Dropped bus runs

Starting Wages 2003-2017



Bus Operations Organizational Chart



Bus Operations: Accomplishments

- Rebid and implementation of revised ADA paratransit service provision resulting in improved on-time performance and reduction of manually adjusted driver manifests
- Completed implementation of Interactive Voice Response (IVR) system for Access-a-Ride to provide night-before reminder calls to customers and “10 minutes away” service verification calls to customers
- Implementation of Zero Emission Vehicle (ZEV) all-electric BYD Mall Shuttle Bus fleet
- Redesigned interior seating configuration of new fixed-route buses to better accommodate customers using mobility devices
- Provision of over 99% of scheduled fixed route bus service

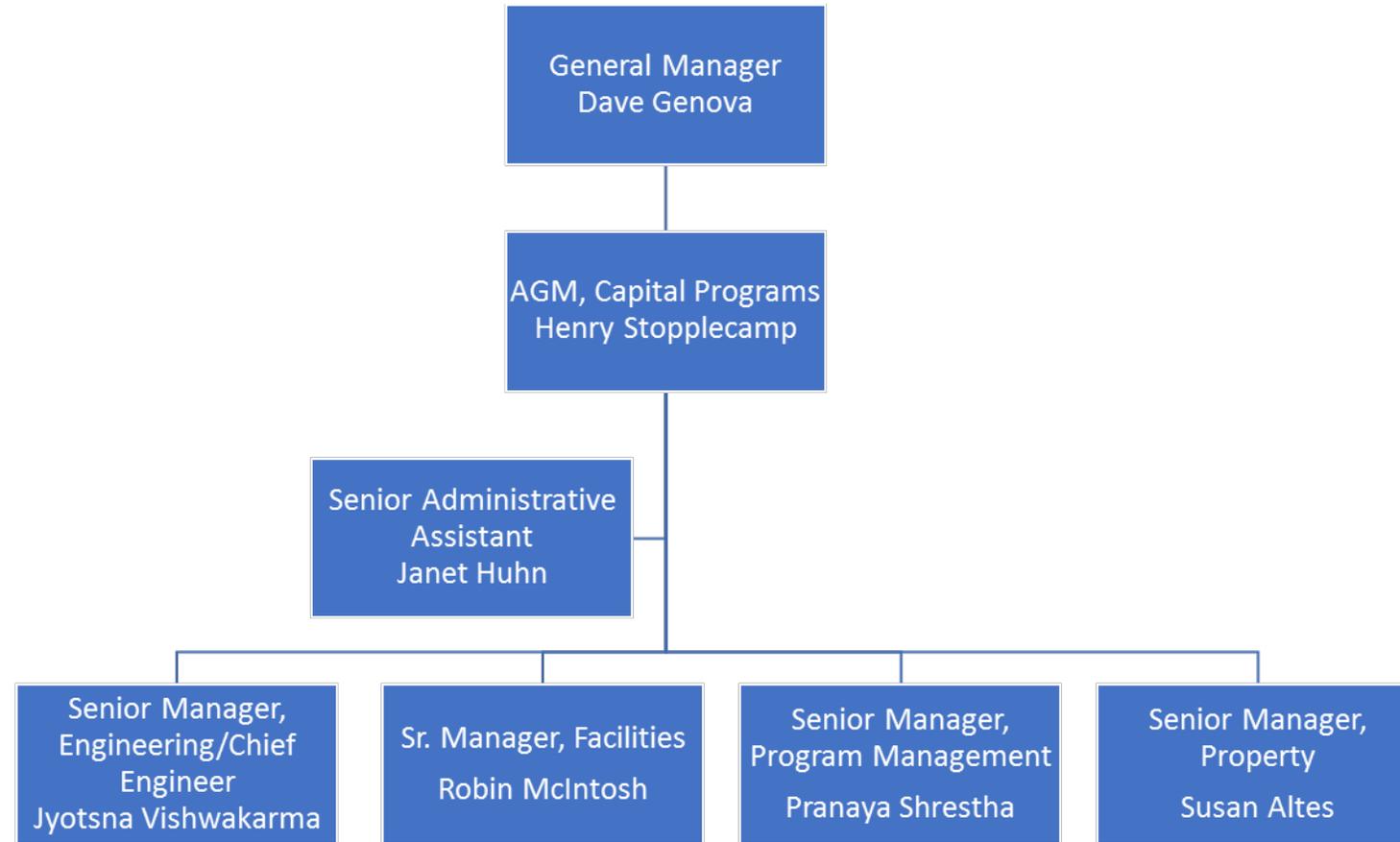
Bus Operations: Goals

- Reduce the amount of mandating (forced overtime) of bus operators
- Implement restructured bus service network to accompany the opening of the G-Line commuter rail service
- Develop draft service plan, seek public comment and seek Board approval of restructured bus service network to accompany the opening of the N-Line commuter rail service
- Reduce lost hours of service due to operator non-availability

Bus Operations: Challenges

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

Capital Programs Organizational Chart



Capital Programs: Accomplishments

- Placed the R Line into service and completed the Civic Center Renovation
- Continued to work with CCD and the Downtown Stakeholders on developing solutions for the 16th Street Mall
- Implemented state of good repair projects for the existing light rail corridors, bus system and facilities as outlined in the SBP

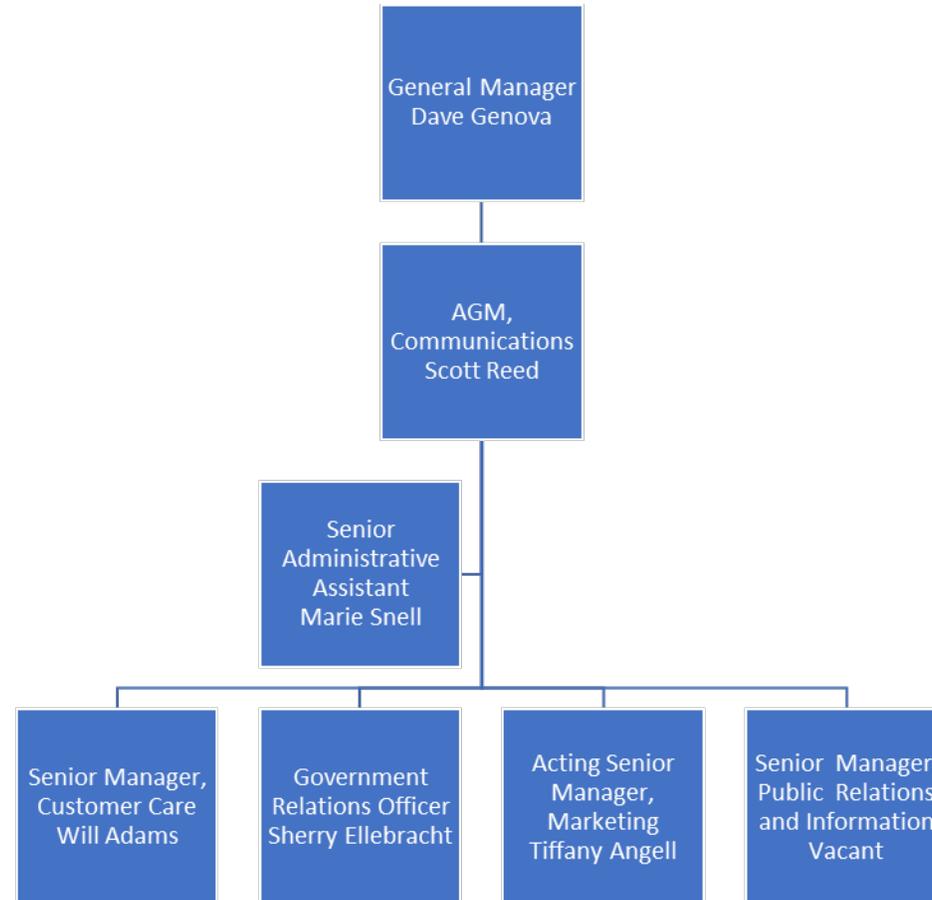
Capital Programs: Goals

- Place the G 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 and start the reconstruction of the 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: 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
- 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 Organizational Chart



Communications: Accomplishments

- Release of new RTD Trip Planner on the website and for internal users – One trip planner that displays the same results for both Customer Care and external users
- Won 6 First Place APTA AdWheel Awards and the Grand Prize for the “Train to the Plane” campaign
- Reached all-time high of 22,700 followers on Twitter with 8.5 million impressions, 23,000 likes on Facebook with 2.3 million impressions, and 95,000 email subscribers

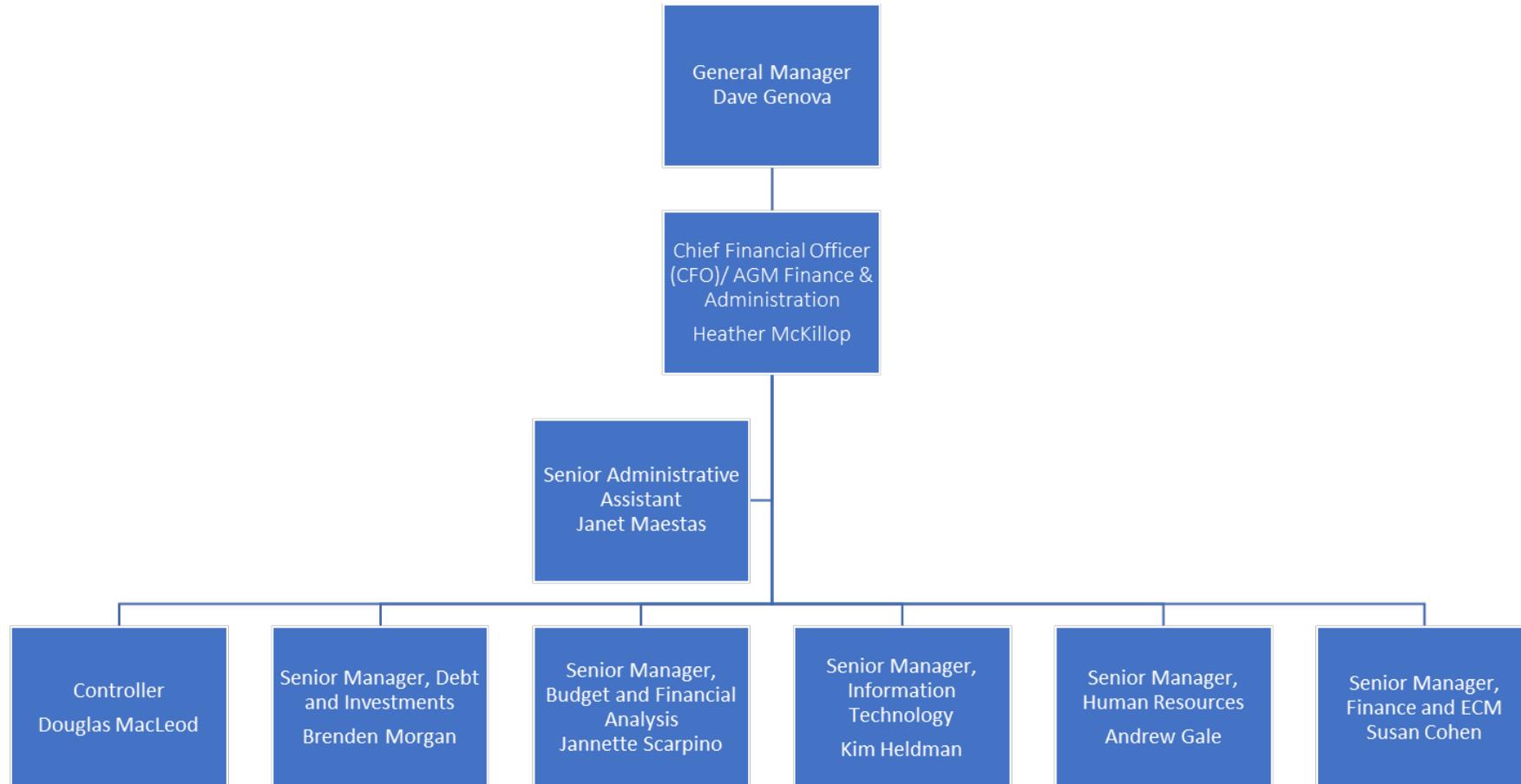
Communications: Goals

- Use the RTD Mobile Lab internally and externally to establish our commitment to continued communication of information, as well as a way to build consensus on key topics and evaluate progress of RTD initiatives
- Continue to provide our public with the most current and up-to-date information regarding RTD services and programs, FasTracks and RTD base construction projects
- To 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

Communications: Challenges

- G and N line messaging and timeframe for opening
- Effectively market enhanced system with limited budget and resources and staff, including exploring relevant trades, partnerships and low-cost alternatives
- Merging the outdated and unsupportable FasTracks website into main RTD website

Finance & Administration Organizational Chart



Finance & Administration: Accomplishments

- MyRide portal launched in May
- Real Time predictions for Light Rail went live in August
- Mobile Ticketing went live in November (2 months ahead of schedule)
- Dissolution of DUSPA
- Did 6 refinancings in 2017 which saved \$192 million between 2018 and 2040

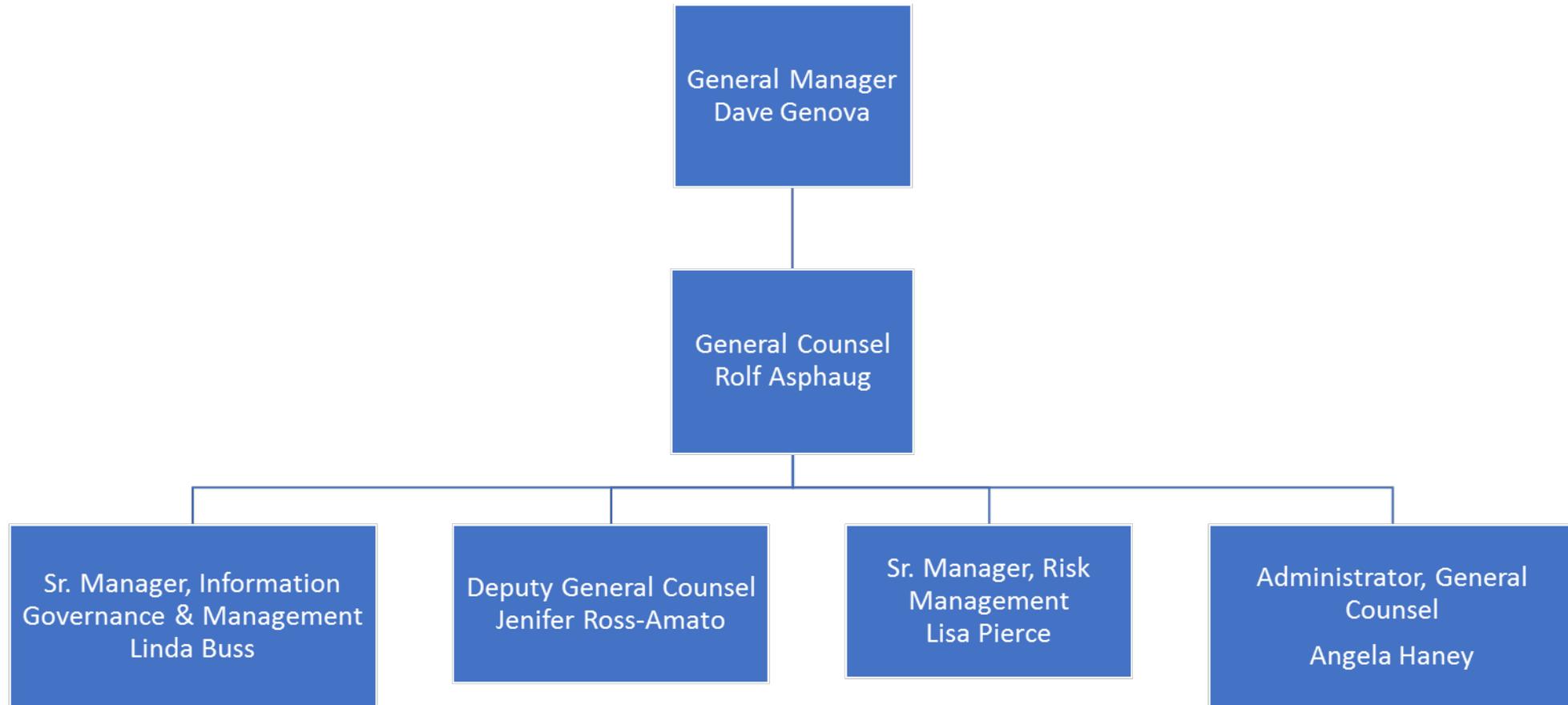
Finance & Administration: Goals

- Ratification of the 2018-2021 Collective Bargaining Agreement
- Improve recruitment and retention of bus and light rail operators
- Implementation of the Pass Working Group recommendations and prepare for fare changes January 1, 2019
- ERP Project - Business process review, hiring of contractor, and begin implementation of budgeting portion of the project
- Kronos Implementation (Replacement of our Time and Attendance) – Summer 2018

Finance & Administration: Challenges

- Providing transit service and maintaining RTD assets in a state of good repair in an uncertain funding environment
- Staffing RTD at an acceptable level with quality candidates
- Retention and/or knowledge transfer of existing employees
- Mitigating impact from pending Federal legislation regarding the refunding of tax exempt bonds
- Meeting our 1.2x debt service coverage

General Counsel Organizational Chart



General Counsel: Accomplishments

- Effectively managed unprecedented legal challenges and commitments including two major construction disputes, extensive PUC filings, and multiple refinancings
- Met all goals from 2017 including:
 - Completing new procedures and terms for technology contracts
 - Finishing drafting, and beginning implementation of a comprehensive 5-year plan to make RTD proactive and even transformational in information governance
 - Establishing new CORA, scanning, accident reporting, and policy/procedure processes
- Groundbreaking diversity and mentoring initiatives (Colorado Attorney Mentoring Program, and RTD being the first governmental entity in the country to adopt diversity measures in legal services contracting recommended by the American Bar Association)

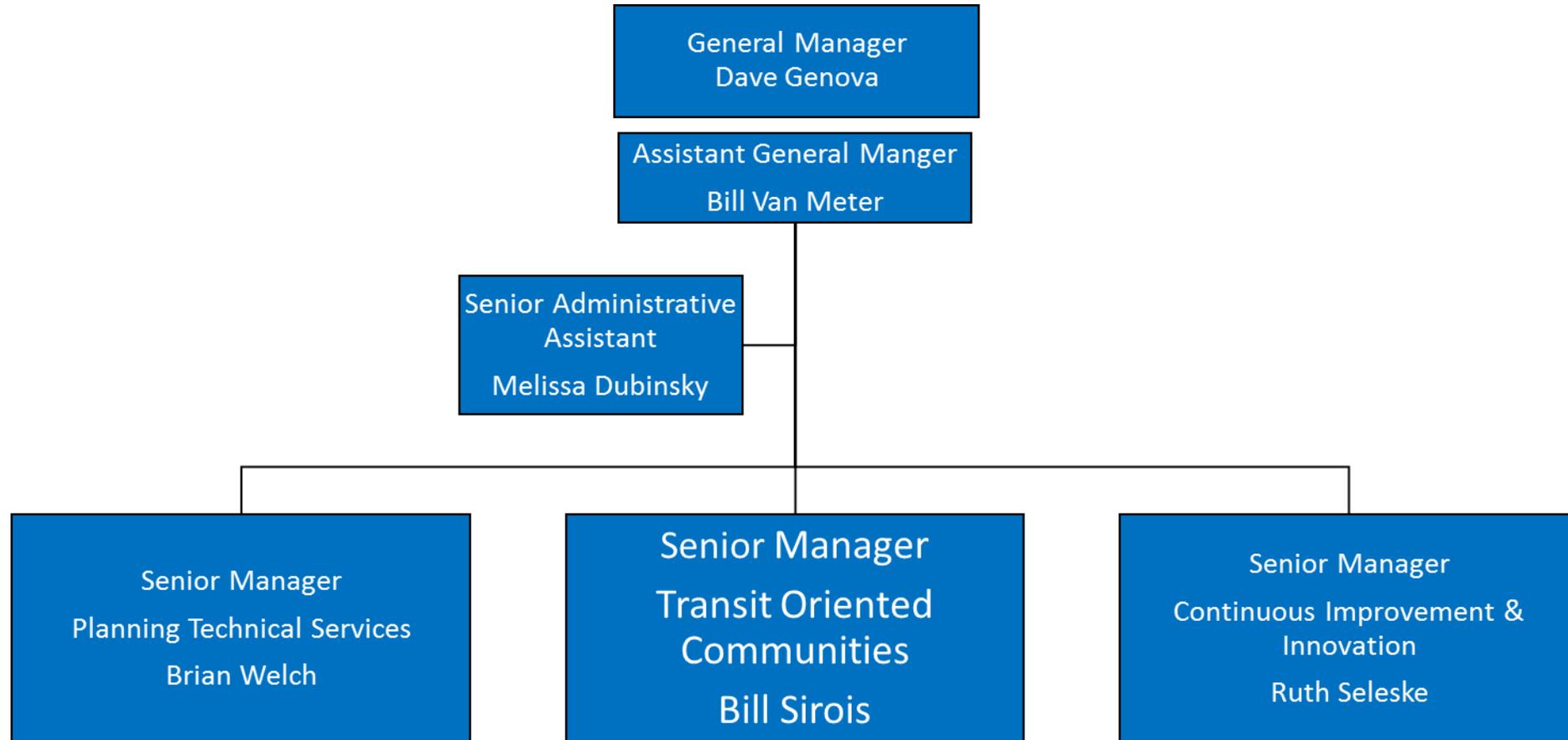
General Counsel: Goals

- Effectively manage Eagle and North Metro regulatory and contractual matters, and any legal issues relating to collective bargaining, while also providing all other usual legal services (RTD Law)
- Implement best practices for analysis and reporting of liability and workers' compensation claim data, to improve employee safety and reduce exposure and costs (Risk Management Division)
- Lead RTD in completing the transition from management directives to easily searchable, comprehensive policies and procedures as part of our 5-year plan for information governance; and in implementing effective contingency plans and insurance strategies for risk management (Information Governance & Management Division)

General Counsel: Challenges

- Extremely complex, data-intensive Eagle and North Metro regulatory and contractual matters and litigation, together with collective bargaining work, while at same time implementing new matter management and e-discovery procedures (RTD Law)
- Continuing to move RTD forward toward effective, integrated information governance policies and procedures, including increased emphasis on training (Information Governance & Management Division)
- Increasing numbers of liability claims subject to much higher dollar limits, resulting in higher risks and need for additional investigation and risk management prior to claim closure (Risk Management Division)

Planning Organizational Chart



Planning: Accomplishments

- Convened the Pass Program Working Group and made significant progress towards a comprehensive evaluation of RTD's pass programs
- Awarded contract and initiated the process for environmental review and Preliminary Engineering for arterial BRT options on State Highway 119 between Boulder and Longmont
- Issued Request for Proposals (RFP), selected consultant, and initiated work for the District-wide Regional BRT Feasibility Study

Planning: Goals

- Obtain all agency approvals for 15L route improvements project and issue RFP for construction (with Capital Programs)
- Develop initial list of RTD's highest priority corridors for BRT as part of the District-wide Regional BRT Feasibility Study
- Create Departmental process maps for all core business processes to support identification of opportunities for continuous improvement and innovation

Planning: Challenges

- Work to implement internal improvements targeted at New Employee Recruitment and Retention (especially Operators and Mechanics) with potential for significant improvements in process and cost savings
- Manage stakeholder expectations for outcomes related to the following planning efforts: 16th Street Mall, First and Last Mile Study, Pass Program Working Group, Denver Moves Transit (Denver) & Colfax Corridor Connections (Denver)
- Achieve RTD goals and objectives for the Mobility Choice Blueprint through a transparent and open process

Rail Operations Organizational Chart



Rail Operations: Accomplishments

- Rebuilt the aging infrastructure with full replacement of NB Speer Grade Crossing, replacement of compromised OCS insulators and worn wire segments for State of Good Repair rehabilitation
- Completed integration testing and training to successfully open the I-225 (R-Line) corridor
- Implementation of the Roadway Worker Protection System (ProTran) and the Advanced Red Signal Warning System

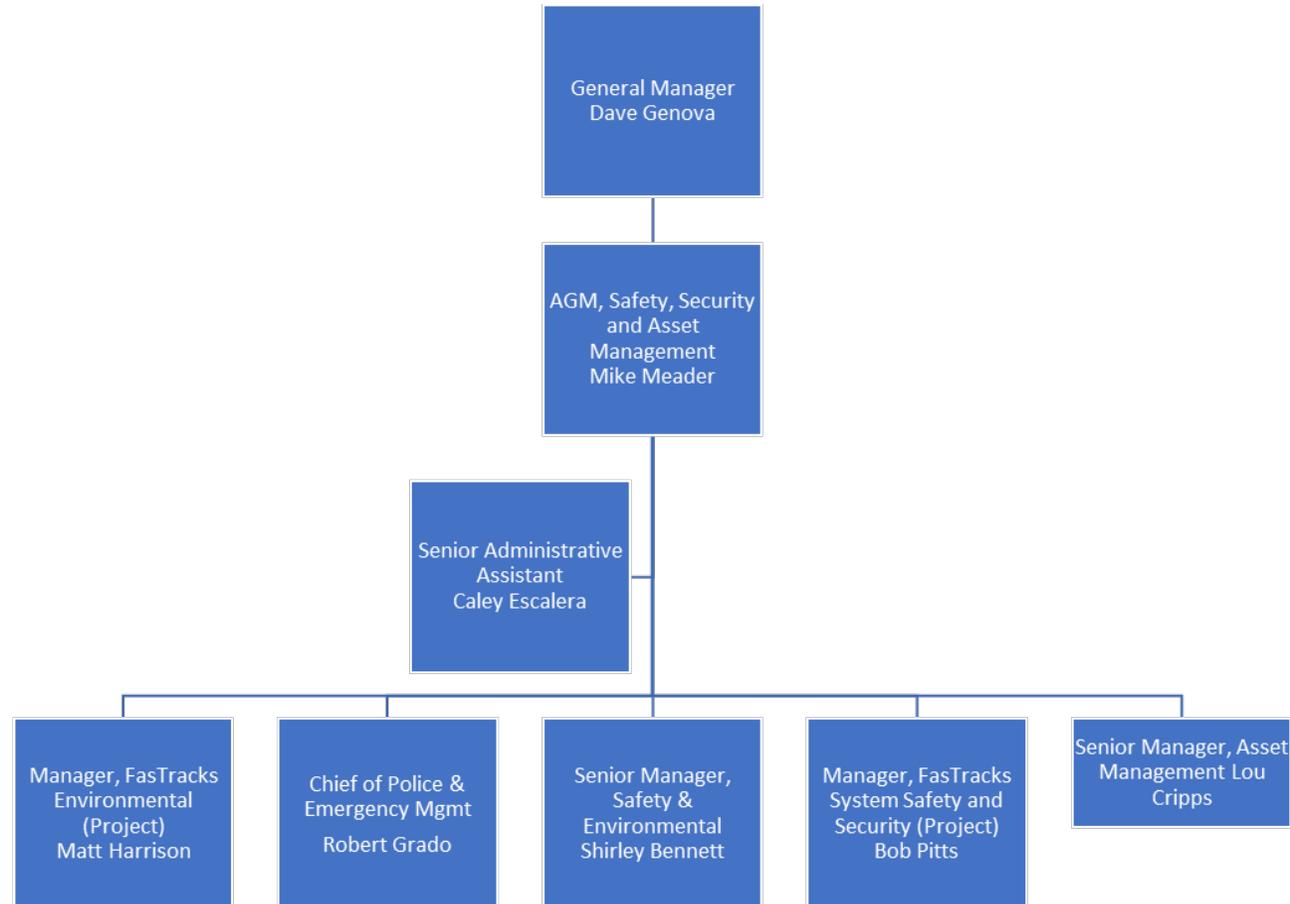
Rail Operations: Goals

- Appropriately staff all Rail Operation divisions to ensure operation and maintenance of the existing system and support expansion of the new L-Line and SERE rail corridors
- Host the APTA International Rail Rodeo
- Receive delivery of twenty-nine LRVs and commission successfully
- Complete system upgrades on selected system infrastructure elements to assure maximum operational safety, efficiency and on-time service delivery
- Begin the mobilization of the N Line operations team and requirements

Rail Operations: Challenges

- Continue LRV State of Good Repair vehicle overhaul project, ADA retrofit 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 future corridors
- Continue to obtain funding for State of Good Repair rehabilitation work for the aging infrastructure

Safety, Security & Asset Management Organizational Chart



Safety, Security & Asset Management: Accomplishments

- Worked closely with PUC to develop new FTA Regulated State Safety Oversight Program
- Installed Access control card readers in elevators and stairwells, front entry turnstile and upgraded front and HR division doors for added security and safety at Blake Street offices
- Completed Asset Management System Gap Analysis – 1st step towards ISO 55001 Certification
- Developed Safety Concern Reporting, Safety Hotline and Safety email to provide multiple avenues for employees to report Safety Concerns

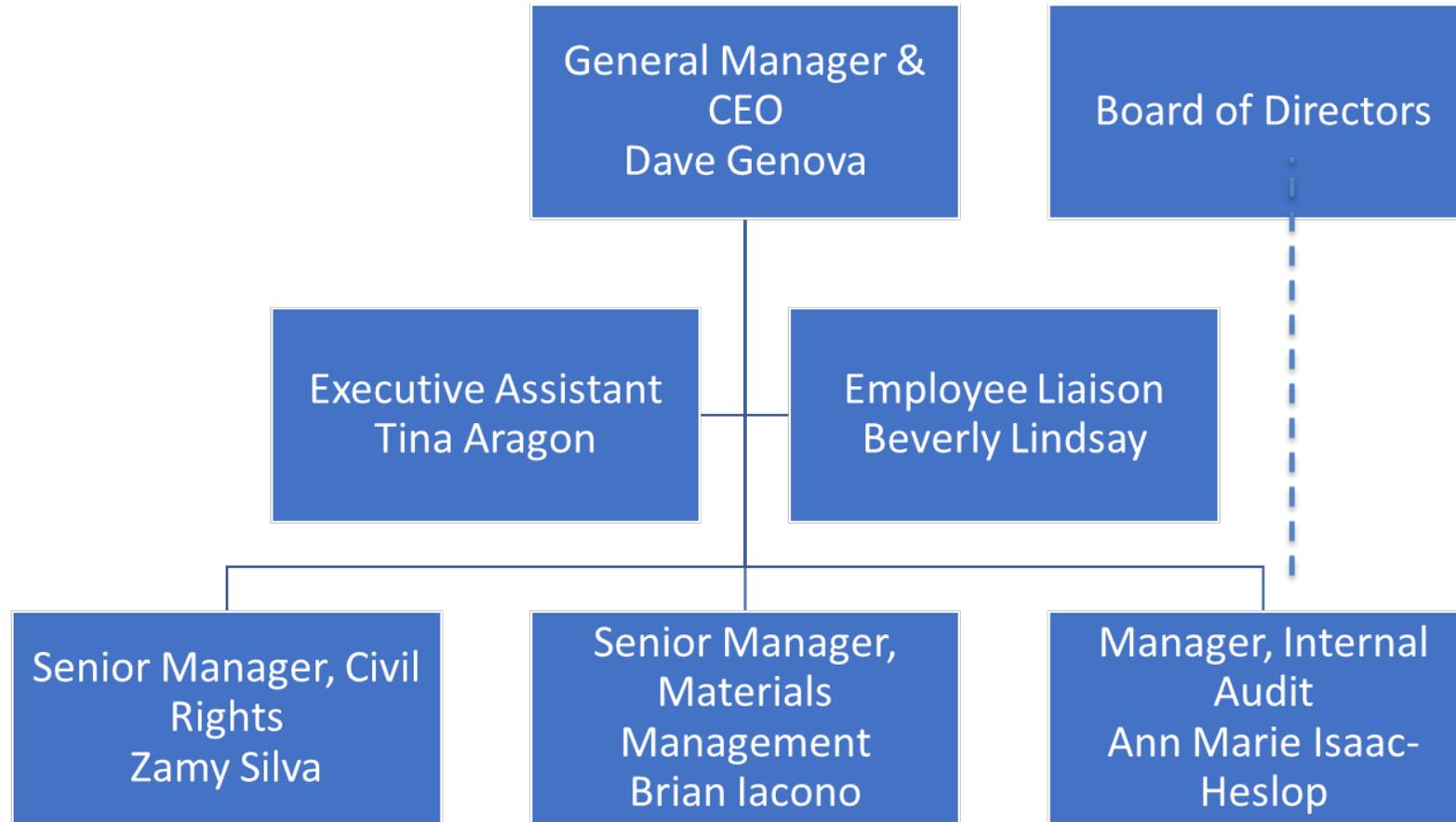
Safety, Security & Asset Management: Goals

- Implement SMS Policy and Hazard/Risk Management Systems
- Accomplish all milestones for 2018 Asset Management System roadmap to achieve ISO 55001 certification
- Continue to provide law enforcement and security services throughout the District

Safety, Security & Asset Management: Challenges

- Capture of data across multiple RTD databases for hazard management, OJI and Liability information, accident and incident information and security data
- Delays in FTA Regulation issuance that will provide final guidance on SMS framework
- Develop systems that allow for ease of safety reporting and closed loop feedback to represented employees

Executive Office Structure



Civil Rights: Accomplishments

- FTA Triennial Review - the EEO Program and the DBE Program were recognized as model programs and acknowledged for best practices in the transportation industry
- Launched first Colorado Small Business Collaboration Conference (RTD, CDOT, CCD)
 - Over 300 attendees, workshops and education for small, disadvantaged, minority and women owned businesses. Additionally, RTD coordinated and hosted the
- Small Business Breakfast of Champions to recognize the prime contractors, and small, minority, disadvantaged and women-owned businesses that participated on the FasTracks projects throughout the region - \$1 billion of \$5.6 billion FasTracks to DBE/SBEs
- Propelled several community partnerships and initiatives to promote an inclusive and responsive environment
 - Advisory Committee for People with Disabilities
 - WIN-Prenuer Program which supports the development to start their own businesses
 - Partnering with the USDOT to broaden the horizons of young women to explore careers in the transportation industry

Civil Rights: Goals

- Equal Employment Opportunity (EEO) Office and the American's with Disabilities Act (ADA) Office will implement training for each RTD employee in an effort to enhance basic awareness and understanding of policies and procedures for EEO and ADA
- The Civil Rights Division will create an external Publication for our community resource partners, associations and small businesses
- The Civil Rights Division will develop and implement a diversity class at RTD which will be required for all RTD employees

Civil Rights: Challenges

- As we continue to implement and improve the ADA Complaint processes a focus on documentation, monitoring, interviewing, investigating, and auditing of these complaints will be critical to ensure the consistency and resolution of all complaints
- The WIN Program will begin transitioning from a construction focused community workforce development training program for RTD FasTracks projects to assisting, and developing training programs and initiatives to support RTD's internal recruitment needs, retention and outreach efforts

Internal Audit: Accomplishments

- On track to complete 2017 Annual Audit Plan
- Several audits with agreed upon recommendations will improve RTD's systems, policies, and procedures significantly
- Several additional skills sets added to Audit Staff this year including CISA (Certified Information Systems Auditor) and ACFE (Certified Fraud Examiner)

Internal Audit: Goals

- Complete Annual Audit Plan 2018
- Improved relationship with Senior Leadership in order to acquire responses to Audit in a timely manner and encourage implementation of agreed recommendations
- Plan audits to achieve a wider coverage of RTD's systems, policies, and procedures

Internal Audit: Challenges

- Completing the 2018 audit plan with limited resources
 - Added contract funding in 2018 budget
 - 2 interns

Materials Management: Accomplishments

- Solicited and awarded 4,884 Purchase Orders or Contracts totaling \$160,647,287
- Received \$298,288 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: Goals

- Continue to award and administer contracts to support RTD Base System and FasTracks
- Maintain District wide Stock out level below 1.5%
- Successful implementation of a new Inventory Forecasting Software

Materials Management: Challenges

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

2018 Agency Strategic Goals

- Board adopted goals for 2018
 - Fiscal Sustainability
 - Workforce and Human Capital
 - Asset Management/State of Good Repair
- 2018 Board adopted budget, SBP and APE based on these strategic goals

District-wide Challenges and Priorities for 2018

- Fiscal sustainability
- Workforce
- Wages/CBA/trusts
- State of Good Repair (funding)
- Aging bus facilities
- New regulations (safety)
- Identifying funding to complete FasTracks.
- G line opening
- Plus other tangible challenges presented at beginning of presentation

Vision - Convergence

- Safety culture
- Asset Management/State of Good Repair
- Continuous improvement
- Data driven decision making
- Enterprise-based risk management
- Comprehensive Operational Analysis -> System Optimization Plan
- Technology – MOD – MaaS – TaaS
- Fiscal sustainability
- Optimization and maximizing investment

General State of the RTD District

- Great team of RTD employees
- Safety, service and reliability remain as our core values
- Agency continues to perform at a high level meeting over 80% of performance measures
- Operating within budget, on time, meeting goals, received national recognition/awards
- Financially stable by managing competing priorities
- Transparent, collaborative, partner
- Continued focus on continuous improvement and innovation
- Positioned well to continue to meet goals and deliver service

Questions
