

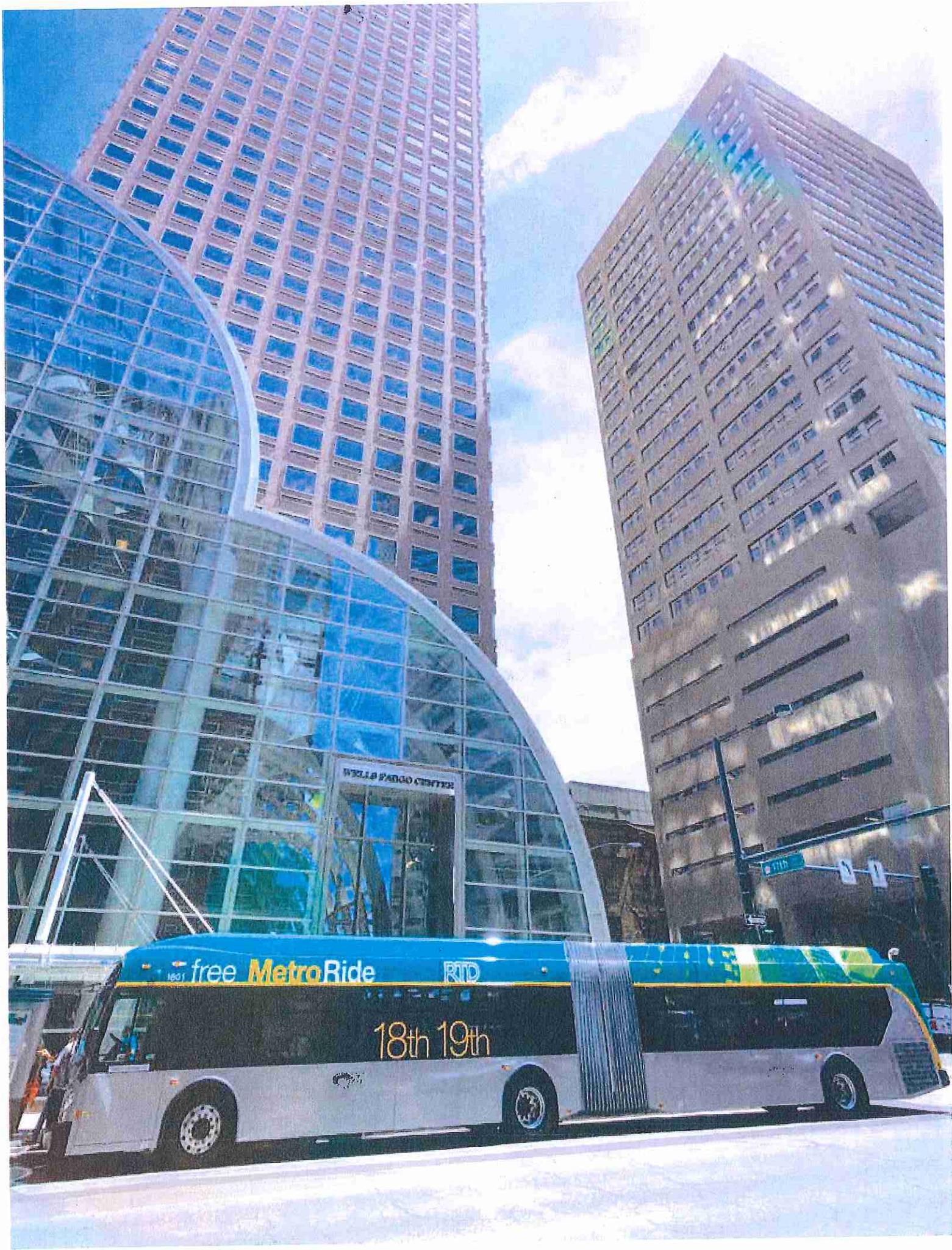
# big. bold. modern. transit.

REPORT TO THE REGION  
2013/2014



Regional Transportation District

**RTD**



# WELCOME TO YOUR TRANSIT SYSTEM

At RTD, we're proud to be building the best transit system in the country, and we've just gotten started. Three FasTracks projects have opened in the 2013–2014 timeframe, with five more scheduled to open in 2016.

On April 26, 2013, we opened the West Rail Line—the first completed line of the FasTracks program. The W line has carried an average of 85,000+ passengers per week since opening.

On May 9, 2014, we celebrated yet another milestone—the long anticipated completion of RTD's Union Station Transit Center, within budget and ahead of schedule. The opening of Union Station focused primarily on the new bus concourse—a brand new 22-gate underground facility that serves 16 distinct bus routes, including the new Free MetroRide, providing easy connections to all transportation options available downtown. By 2030, Union Station is projected to serve 200,000 passengers in and out of the station, with 500 trains per day.

In addition, on May 9, we also celebrated the opening of the Free MetroRide, a new free downtown shuttle service. The Free MetroRide has limited stops between the new Union Station Bus Concourse and Civic Center Station along 18th and 19th streets, and runs during weekday rush hours (M–F, 6–9 a.m. and 3:30–6:30 p.m.).

RTD is growing our system every year with new rail and bus projects and increasing the services available to our riders. Beyond growing our system, our other primary goal is maintaining our current fleet through a robust State of Good Repair program to ensure the life and longevity of all RTD assets. These efforts provide our riders with one of the best transit systems in the country.



# RTD BOARD OF DIRECTORS



Bill James  
District A



Barbara Deadwyler  
District B



Angie Malpiede  
District C



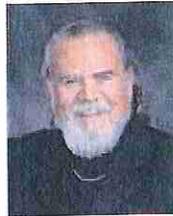
Jeff Walker  
District D



Claudia Folska  
District E



Tom Toblassen  
District F



Gary Lasater  
District G



Kent Bagley  
District H



Judy Lubow  
District I



Larry Hoy  
District J



Paul Daniel Solano  
District K



Lorraine Anderson  
District L



Natalie Menten  
District M



Bruce Daly  
District N



Charles L. Sisk  
District O

## Representing you

RTD is governed by a 15-member, publicly elected Board of Directors. Each member represents the voters, residents, and transit riders of a specific area within the eight-county RTD service district.

Board members actively support and advocate for constituents' concerns, while providing governance and establishing policies for the agency.

## FROM THE BOARD CHAIR

As I near the end of my second year on the Board and first year as elected Chair, I am pleased to share the progress that is being made across the Regional Transportation District. In the past year, RTD has achieved and continues to achieve significant milestones. Just some of the major accomplishments include:

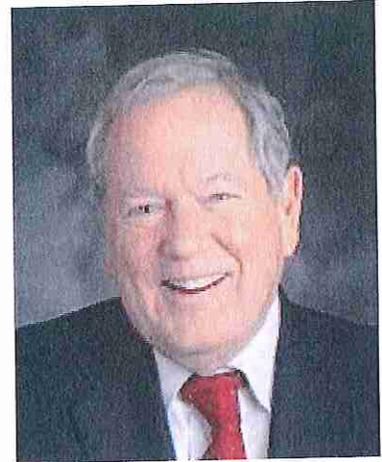
- Completing the Northwest Area Mobility Study to arrive at consensus on the best and most cost-effective mobility options for the northwest communities. Northwest Rail is a huge component of the study and while we still have funding issues, rest assured of my commitment to the Northwest Rail in addition to implementation of Bus Rapid Transit (BRT) for the region. As mayor of Louisville in 2004, I campaigned for and supported FasTracks and its full implementation. I will continue to advocate for all segments of FasTracks to be completed as promised to the voters in 2004.
- Approving changes to the Denver Regional Council of Governments' Regional Transportation Plan (RTP) to include arterial Bus Rapid Transit (BRT) along Highway 119, which takes us one step closer to providing this new service in the northwest area.
- Continuing construction of the Eagle P3 Project supported by more than \$1 billion in federal funds and nearly \$500 million in private funding. To date, we have reached the 65% completion point on this project, which includes the East Rail Line, the Gold Rail Line, the first segment of the Northwest Rail Line to south Westminster, and the Commuter Rail Maintenance Facility.
- Also voting to include the Southeast Light Rail extension in the RTP, positioning us to receive substantial portions of the project funding from federal and local sources.
- Starting construction on the extended express lanes of the US 36 BRT from 88th Street to Table Mesa.
- Opening the Union Station Bus Concourse, providing the region with a central hub to access RTD regional, local, express, and SkyRide services, as well as private carrier buses.
- Starting service on the new downtown FreeMetro Ride and providing additional capacity to accommodate the rapidly growing number of passengers at Union Station.

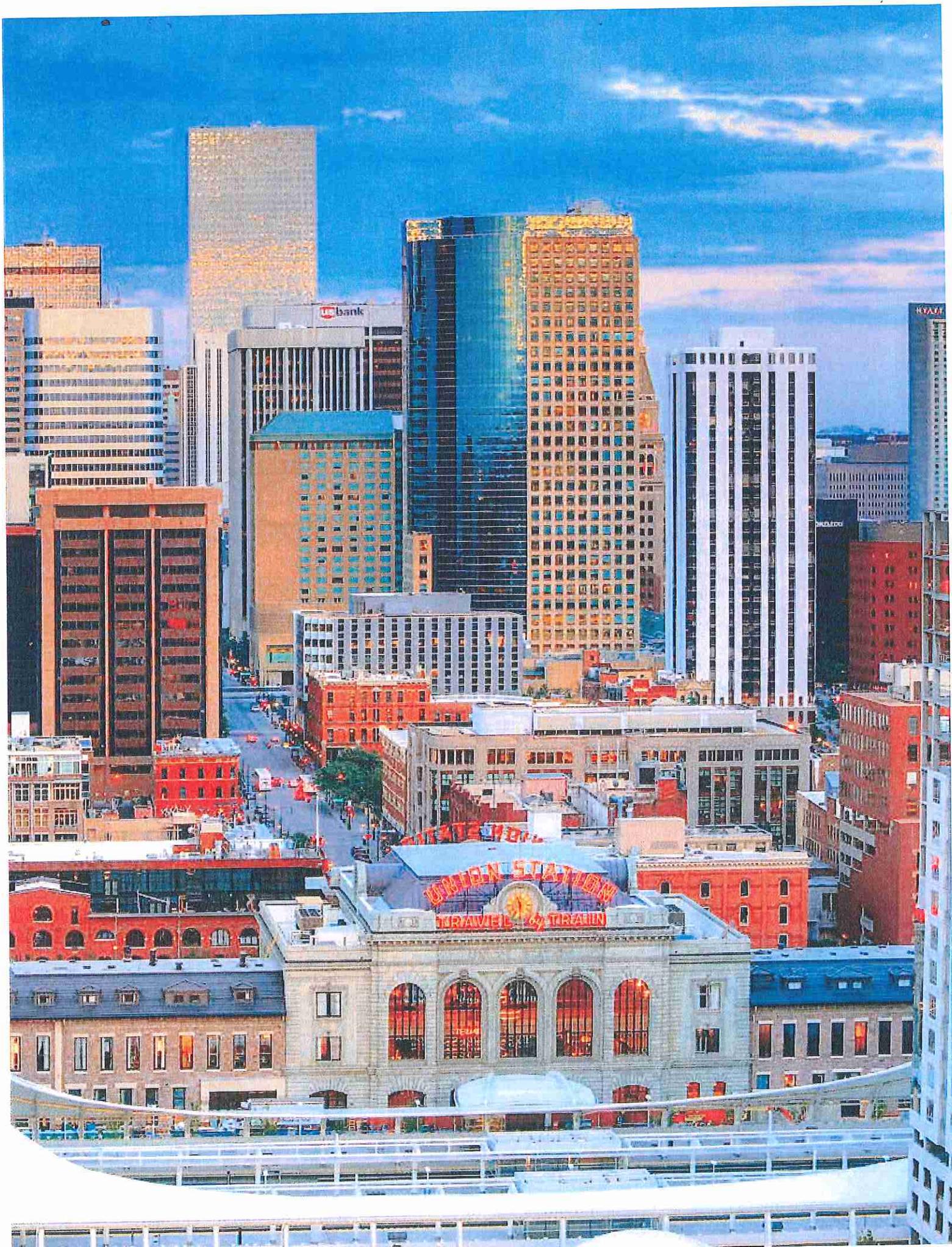
As a region, we are proud of these achievements and the many others to come. We are also pleased to announce that RTD General Manager, Phil Washington, bolstered by an exceptional leadership team and staff, will this fall be named Chair of the American Public Transportation Association. This well-deserved honor is a reflection of the leadership and perseverance guiding this agency to continue to focus on serving our region's and our nation's current and future transportation needs. RTD is making dramatic progress, propelled by innovation, collaboration, and creative solutions.

Having said that, I am very mindful of our voters, whom I represent, expressing frustration with other parts of the RTD region having transportation improvements and saying rightfully "when do we get ours?" To that end, I hear you and I share the frustration, which was one of the reasons I applied to be on the RTD Board of Directors when the vacancy arose. We are making progress as evidenced daily on US 36 and the Eagle P3 Project, but let me reiterate I will continue to advocate for ALL the transit improvements promised to the voters.



Chuck Sisk, RTD Board Chair, District O





# FROM THE GENERAL MANAGER

With the presentation of this year's Report to the Region, I am privileged and honored to say that this past year was yet another year of continued success and achievement at RTD. As we continue to develop our world-class transit system and enhance the passenger experience, we're building innovative ways to deliver superior service from all facets of our transit system. In the process, we are setting new standards for the future of transit throughout the nation.

As we look for innovative ways to overcome challenges, we embrace this exciting time that continues to demand a keen focus on a broad range of complicated issues. We're driven to maintain and strengthen the operations of our current system for our passengers, residents, and taxpayers while achieving new milestones as we work toward the successful completion of the FasTracks transit expansion investment. We continue to collaborate with our partners and the community to look for new opportunities to complete the few remaining partially-funded projects sooner rather than later.

We are managing more than \$5 billion in FasTracks-funded projects and programs that are either completed, in construction or under contract. In March we broke ground on the North Metro Line and in May, we opened the Union Station Bus Concourse, the second of our FasTracks projects, offering more transportation services, connections, and access than ever before.

As part of our "Enhancing the Rider Experience" campaign, we have launched our Smart Card Program (designed to bring simplicity and stored value to our fare media), purchased nearly 200 new buses for our fleet, created a fare taskforce to review and work to simplify our fare system, and are standing up our asset management program to ensure that our rolling stock and facilities stay in top condition for the benefit and safety of our riders.

RTD is an organization made up of extraordinary employees doing extraordinary things. We take pride in the delivery of a wide range of top-notch services and excellent public transportation options to the millions of residents we serve.



Phillip A. Washington  
RTD General Manager & CEO



We're proud to break new ground and establish a national model for how public entities can deliver major infrastructure projects even during difficult times.



# RTD BUS AND LIGHT RAIL

## Transit that fits your life

At RTD, our goal is to provide a safe, sustainable transit option for all members of the communities we serve. We constantly strive to enhance our services, expand our service network and conserve resources, all while maintaining our current system. By connecting communities and providing easy and multiple transit options, we hope to increase the quality of life for our riders.

RTD offers a comprehensive and robust system of bus and light rail service – with some impressive numbers to prove it. And every year these numbers keep getting better:

- 365 days of service
- 9,000 bus stops
- 74 Park-n-Ride facilities
- 26,418 parking spaces
- 138 regular fixed routes
- 172 light rail vehicles
- 46 light rail stations
- 48 miles of track
- 101,996,064 annual boardings (2013)
- 45,246,715 fixed route service miles operated annually

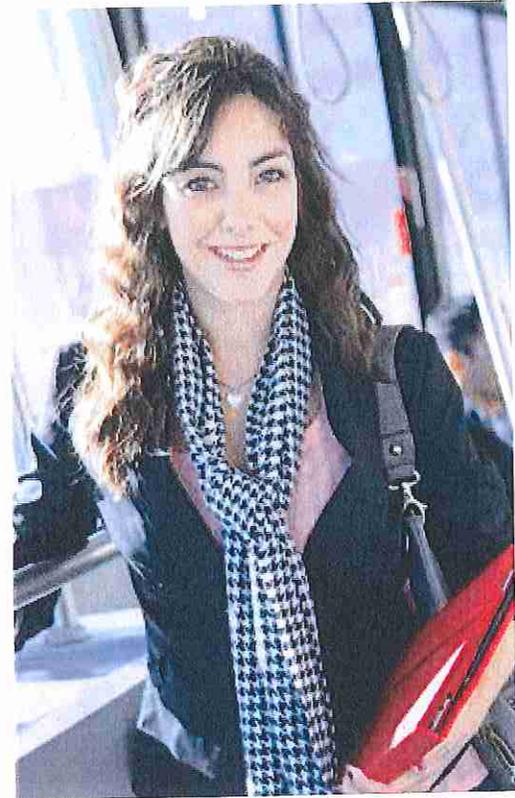
In 2013, we expanded our system with the opening of the West Rail Line, the first completed FasTrack project. This light rail line added 11 new light rail stations, six Park-n-Rides, and three Call-n-Rides to the RTD system. We also reached an all-time record ridership number in 2013, with just under 102 million passenger trips.

In 2014, we opened the Union Station Transit Center, with a new 22-bay underground bus concourse as a new destination/termination point for 16 bus routes.

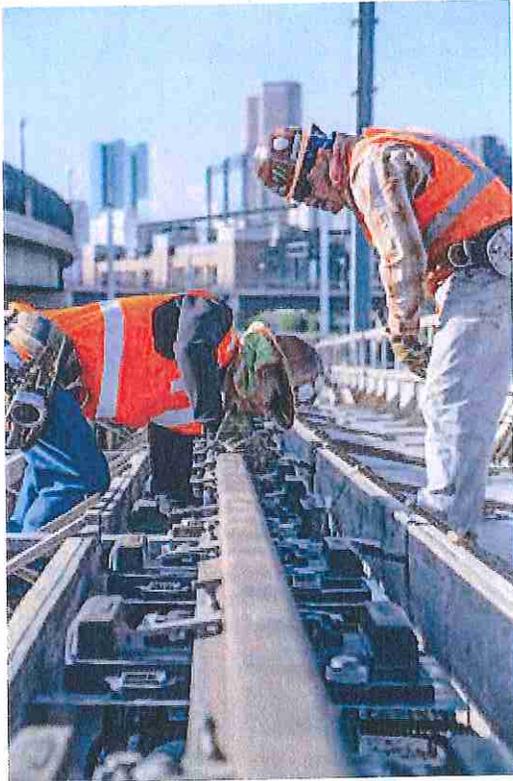
In the past year, we had more than 300,000 boardings to Rockies, Broncos and Buffs games, as well as to the BolderBoulder and Race for the Cure.

In addition to traditional fixed route bus service and special sports rides, we also operate 324 Access-a-Ride vehicles to provide convenient service for our residents with disabilities.

As we continue to open FasTracks programs and increase our services, these numbers will only continue to get better, proving a commitment to better serve our community with multiple and varied forms of convenient transportation.



On any given day, RTD provides transportation to more than 300,000 passengers on its bus and light rail system.



## TRANSPORTATION TRANSFORMATION

Progress – look around the Denver metropolitan area and you'll see signs of it everywhere.

RTD is building out FasTracks, a 2004 voter-approved program to expand the region's transit system for a region that boasts a history rich in train lore.

FasTracks includes 122 new miles of light rail and commuter rail, 18 miles of bus rapid transit, 57 new transit stations, 31 new Park-n-Rides, and a redeveloped, reimagined Union Station that is, once again, the region's transit hub and crown jewel for community development.

RTD's expanded network will offer more transit options across more of its eight-county district – that's more rail, improved bus service, more parking, and better connections.

FasTracks is also spurring economic development and job growth all across the region.

### Did you know?

RTD will open five new transit projects in 2016. The East Rail Line to DIA, the Gold Line to Arvada/Wheat Ridge, the Northwest Rail Line segment to Westminster, the Aurora Line/I-225 Rail, and the US 36 Bus Rapid Transit project.

# THE FASTRACKS PROGRAM

122 miles of new rail service,  
18 miles of bus rapid transit,  
and 21,000 new parking spaces

## 2013-2014 FASTRACKS MILESTONES

### **Aurora Line/I-225 Rail (Nine Mile to Peoria)**

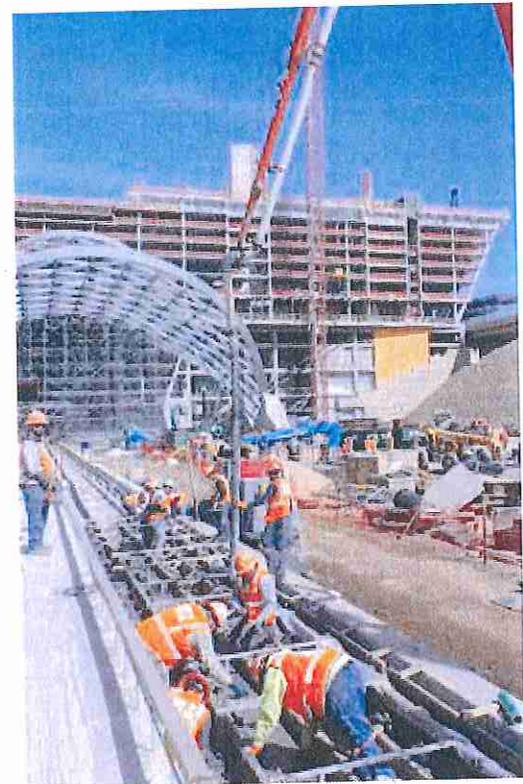
A 10.5-mile light rail line extending from the existing Nine Mile Station to a future station at Peoria will serve as a transfer point to the East Rail Line. The rail line will serve major destinations throughout the City of Aurora, including the Aurora Metro Center, the future regional VA Hospital, and the Anschutz/Fitzsimons Medical Campus. RTD is currently in a design-build contract with Kiewit Infrastructure Co. with design 95% complete and construction 35% underway. The shared contract between RTD and the Colorado Department of Transportation with SEMA Construction to build the first segment of light rail infrastructure from Nine Mile to Iliff Station is complete. The guideway has been turned over to Kiewit Infrastructure Co. to complete systems and track work on that segment.

### **Central Rail Extension (Downtown Loop to 38th & Blake)**

The Central Rail Extension will connect the existing downtown light rail at 30th/Downing with the 38th/Blake Station on the new East Rail Line to DIA. A transit study is underway to identify the best direct rail connection between the 38th/Blake Station and downtown Denver.

### **Eagle P3**

The Eagle P3 project is building RTD's first commuter rail lines—the East Rail Line to Denver International Airport, a segment of the Northwest Rail Line to Westminster, and the Gold Line to Arvada and Wheat Ridge. Under a single 34-year concession contract with Denver Transit Partners (DTP), this innovative public-private partnership is the nation's first transit project to use design-build delivery, privatized operations and maintenance, and a significant level of private financing. The Eagle P3 Project also includes the purchase of 54 new commuter rail vehicles and the construction and operation of a new commuter rail maintenance facility, located in Denver's Globeville neighborhood. Funding combines a grant from the Federal Transit Administration, local revenues from RTD, and private equity from DTP.



The East Rail Line, a 22.8-mile commuter rail transit corridor that will connect Denver Union Station and Denver International Airport, is scheduled to open in 2016.

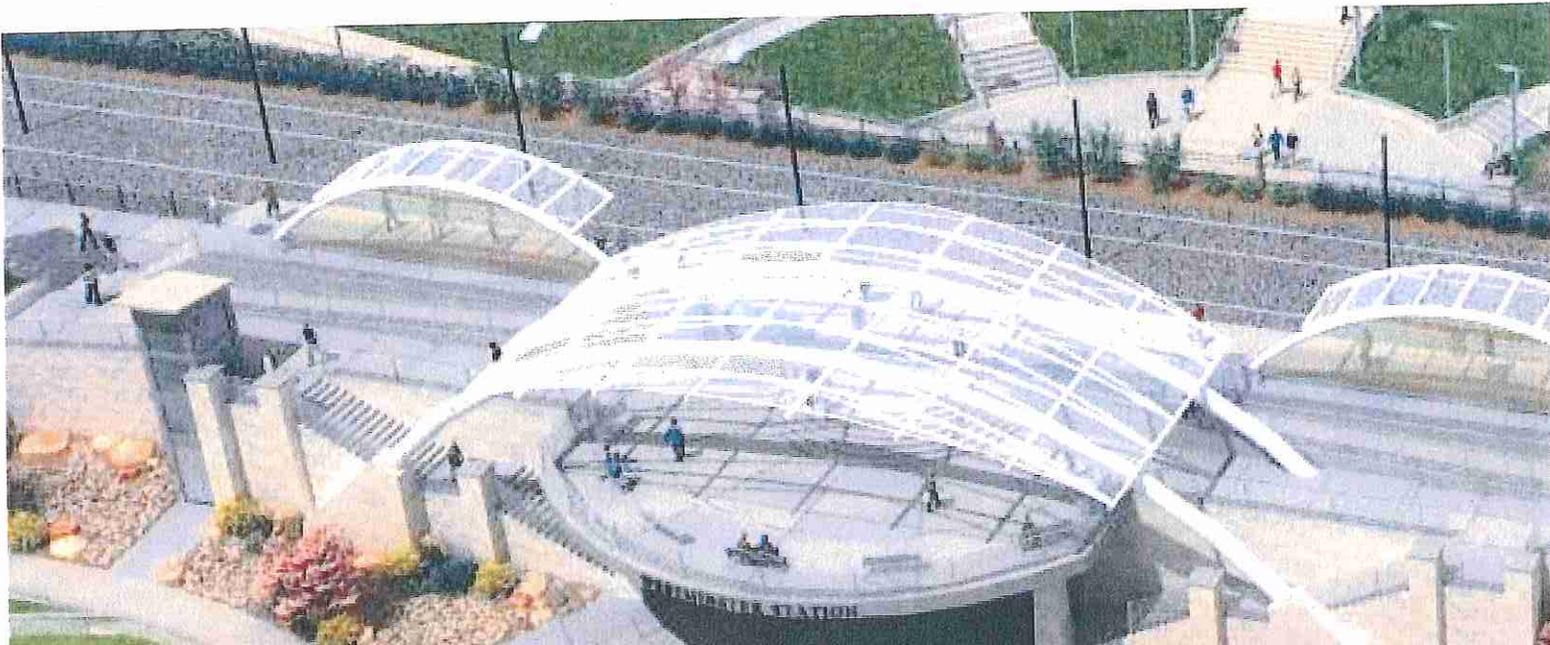
# FASTRACKS MILESTONES

## **East Rail Line (Denver Union Station to DIA)**

The 22.8-mile commuter rail line between Union Station and Denver International Airport is wrapping up civil construction and will enter the testing phase early in 2015. Every station platform is under construction, all bridge and wall structures are complete, and track installation is mostly complete. Overhead power poles have been installed and all of the wiring has been set along the Peña Boulevard segment of the line. Relocation of Union Pacific Railroad tracks and facilities has been completed, clearing the way for full commuter rail construction on the Smith Road segment of the line. Major roadway reconstruction is wrapping up, with 40th Avenue and Smith Road redesign and rebuilding completed in Denver.

## **Free MetroRide**

The Free MetroRide, RTD's newest downtown bus service, officially began service on May 12, 2014. This high-frequency bus service provides the "final mile" for passengers traveling between Union Station and Civic Center Station during morning and afternoon rush-hours. With limited stops along 18th and 19th streets, this free service provides convenient connections to employers and local businesses as well as bus, light rail, and future commuter rail lines. The 60-foot articulated buses are uniquely branded for easy identification, feature low floors, and three doors for quick passenger loading and unloading. Construction of the distinctive bus stops along the route was completed within six months.

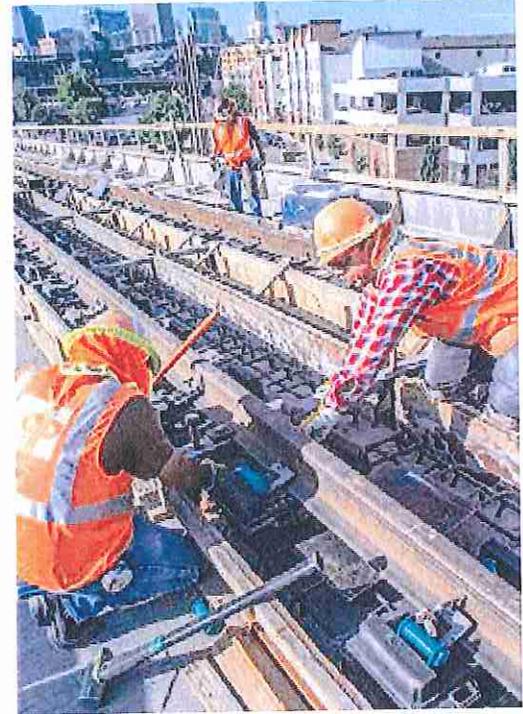


**Gold Rail Line  
(Union Station to Ward Road)**

Construction has entered its major push, with all 11 bridges between Union Station and Ward Road substantially completed. Walls along neighboring reservoirs are nearing completion and nearly all of the alignment is prepped for track installation. Track has been installed from Ward Road east into Olde Town Arvada. Environmental re-evaluation is underway on a proposal to move the parking at the Olde Town Arvada Station from a surface lot along Wadsworth Bypass into a parking structure a block to the east, closer to the station platform. If approved, this would be the first parking garage on the Gold Line. Station platform construction is underway at three of the seven stations.

**North Metro Rail Line  
(Union Station to 162nd Avenue)**

RTD awarded a contract to Regional Rail Partners in December 2013 to design and build the North Metro Rail Line from Union Station to 124th/ Eastlake station. Design is underway and construction will begin in late 2014, opening to the public in 2018. RTD is seeking funding for finishing the corridor to Colorado Highway 7.



Track installation on  
South Platte River Bridge

Did you know?

The North Metro Skyway Bridge will be the longest bridge in Colorado, spanning almost 9000' between the National Western Stock Show Station and the 70th Avenue Station.



# FASTRACKS MILESTONES

## **Northwest Rail Line (Union Station to Longmont)**

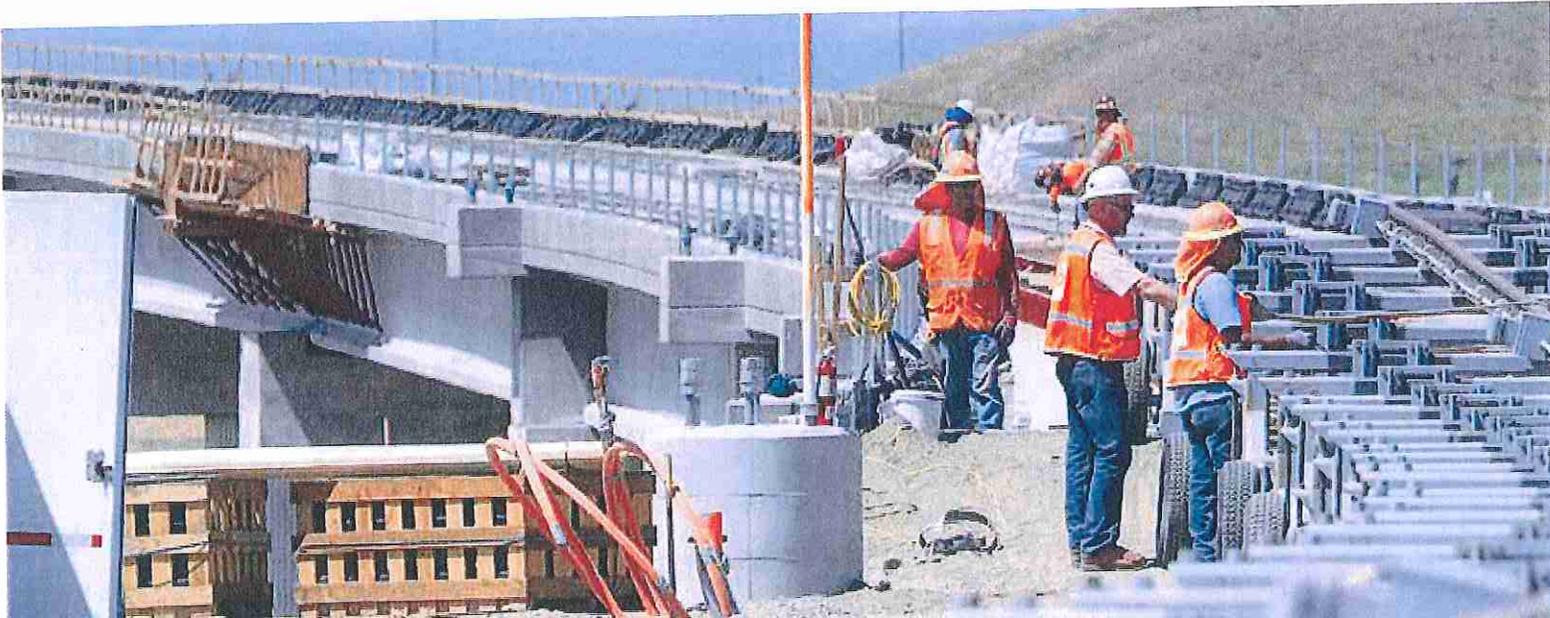
The Westminster segment of the Northwest Rail Line (6 miles from DIA to Westminster Station) is under construction and will open in 2016. In addition, the 13-month-long Northwest Area Mobility Study, tasked with determining transit priorities in the northwest region, concluded with the participating stakeholders reaching consensus. The consensus includes completing the U.S. 36 Bus Rapid Transit commitments; planning and implementing (as funding from non-FasTracks sources is identified) of up to seven arterial bus rapid transit routes, the first being Colorado Highway 119 and U.S. 287; and working with the Colorado Department of Transportation on improving the bidirectional commute on the I-25 HOV lanes during peak hours. The completion of the Northwest Rail Line is the long-term preferred mobility option for the corridor and will be annually reviewed for implementation opportunities.

## **Southeast Rail Line Extension (Downtown to RidgeGate Parkway)**

This project is a 2.3-mile light rail extension from the current Southeast Rail Line end-of-the-line station at Lincoln Avenue and I-25, south to RidgeGate Parkway. The Southeast Rail Extension project is currently in the project development phase of the federal New Starts program, which could provide half of the funding needed to complete this project.

## **Southwest Rail Line Extension (Downtown to Lucent Boulevard)**

FasTracks includes a 2.5-mile light rail extension from the current Southwest Rail Line end-of-the-line station at Mineral Avenue and Santa Fe Drive (U.S. 85), south and east to the southwest corner of the C-470/Lucent Boulevard interchange. RTD is working with local stakeholders in an effort to identify funds to move the project forward.



### **Union Station**

As part of the world-class Union Station Transit Center, the Union Station Bus Concourse opened for service on May 11, 2014. This brand new 22-gate underground bus facility serves 76 buses during peak hours, including the new Free MetroRide, providing easy connections to all the transportation options available downtown.

The sleek and modern transit facility stretches nearly 1,000 feet underground beneath 17th Street, between Chestnut Place and Wewatta Street. The new facility was built with an eye towards sustainability and is a certified LEED Gold building.

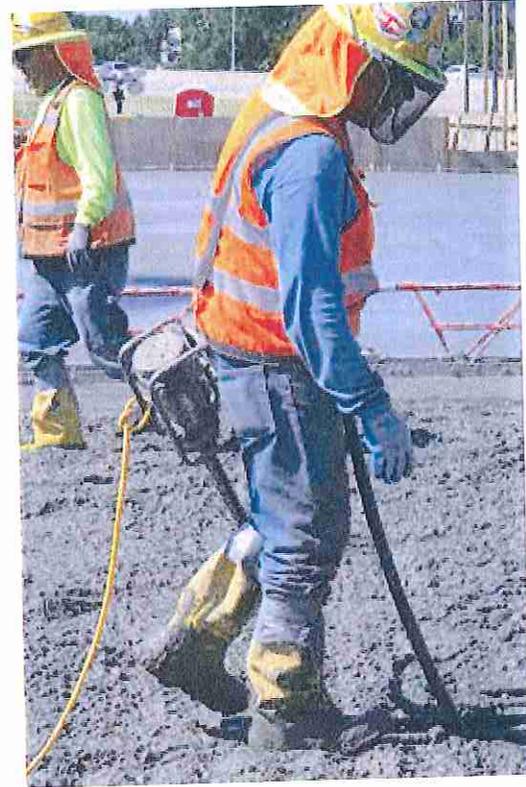
As the transformation of Union Station continues, the historic site serves as a mixed-use transit hub in the heart of the city. Along with the new Crawford Hotel, the full Union Station site includes nearby residences, retail, restaurants, public plazas, as well as light rail, future commuter rail, Amtrak, and bus service in one convenient location.

### **US 36 Bus Rapid Transit (BRT)**

Construction of the U.S. 36 express lanes extension, from Federal Boulevard to Table Mesa, is underway in partnership with the Colorado Department of Transportation. This lane extension project is expected to be completed by mid-2015 and BRT service will begin in 2016. BRT will provide Express and All-Stop service along the corridor.

### **West Rail Line (Union Station to Jefferson County Government Center)**

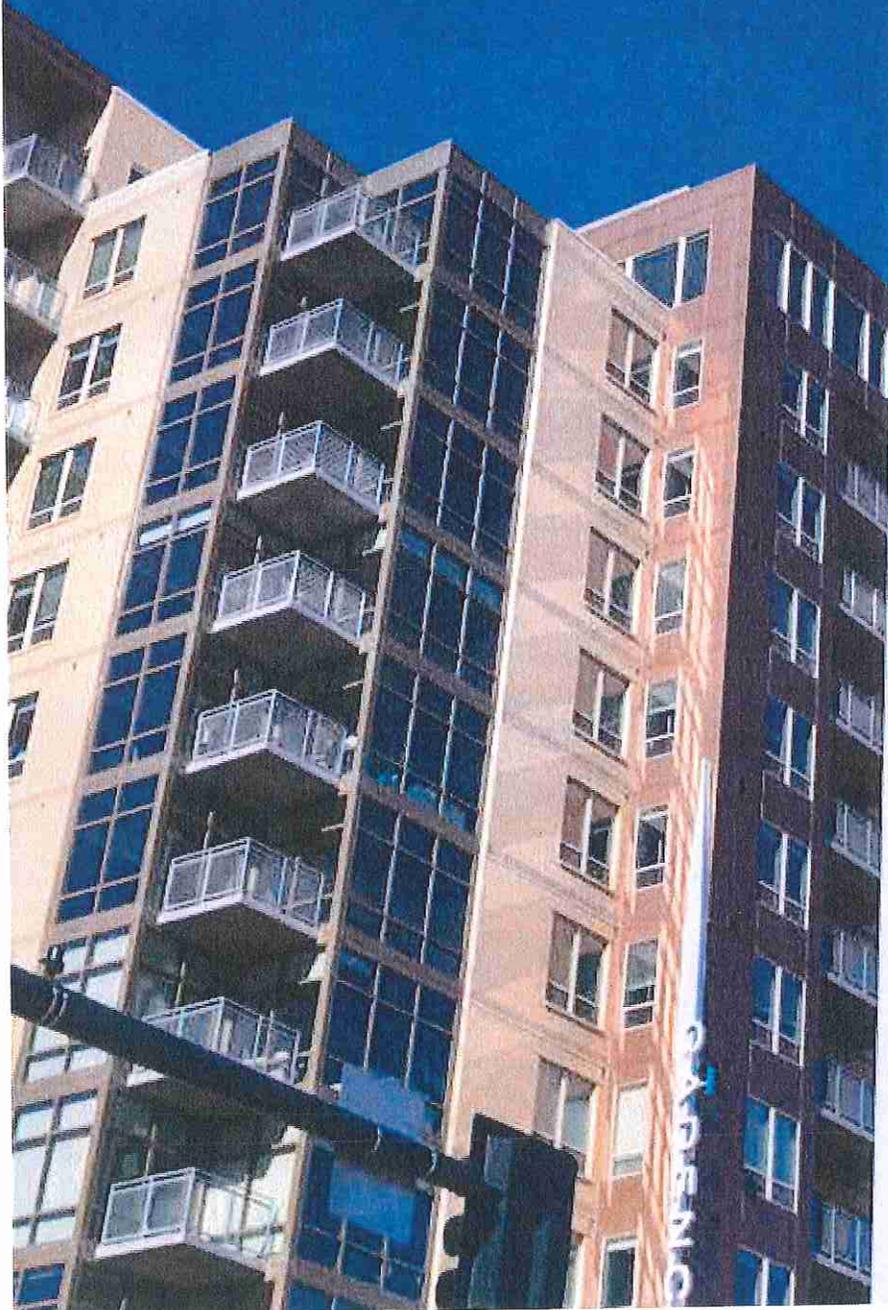
The West Rail Line opened on April 26, 2013 and ridership continues to grow. Art installations at stations along the line continue through 2014.



Crews working on the Toll Gate Creek construction.



IT'S ABOUT MORE  
VIBRANT COMMUNITIES



# UNION STATION TRANSIT CENTER

# TRANSIT-ORIENTED DEVELOPMENT

Creating greater access,  
improving quality of life

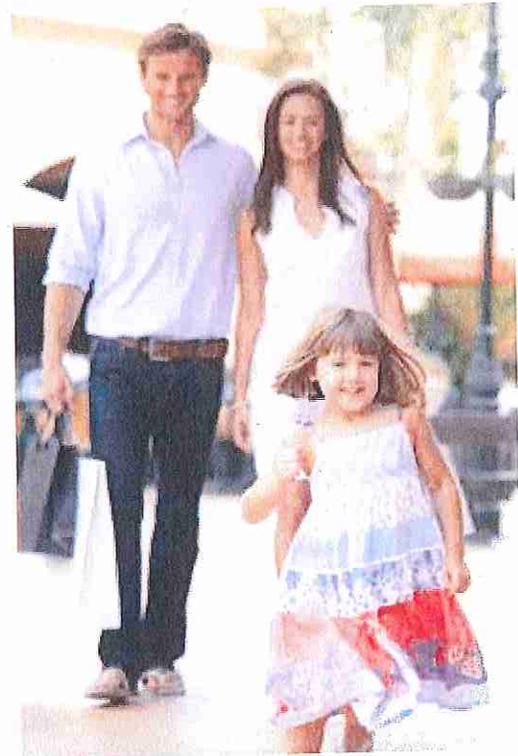
2013 and 2014 were active years for RTD's Transit-Oriented Development program. In 2013, RTD, the City of Arvada, and the Arvada Urban Renewal Authority chose Trammell Crow to develop a nine-acre site adjacent to the future Olde Town Arvada Station along the Gold Line. This partnership is working to design a parking garage that will address commuter parking, local business parking, and allow for more developable space to be dedicated to TOD. Groundbreaking on the parking structure is expected in 2014.

Depot Square at Boulder Transit Village broke ground in August, 2013. The Boulder Transit Village development is above an underground RTD bus facility that anchors one end of the US 36 BRT line. This project will rehabilitate the historic Boulder Train Depot and create a mixed-use development that includes a hotel and 71 permanently affordable residential units.

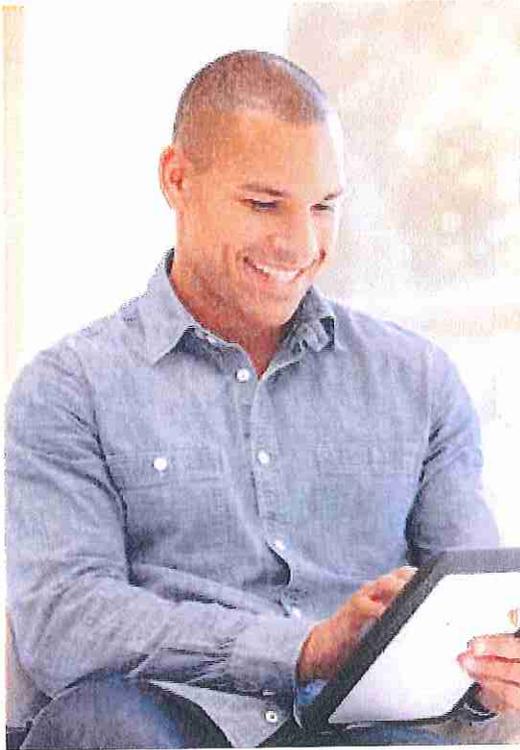
In the fall of 2013, the RTD Board approved a resolution supporting a master developer solicitation for the RTD and U.S. General Services Administration (GSA) property at the Federal Center Station. The City of Lakewood is currently negotiating with GSA on the acquisition process for the property. Lakewood anticipates releasing a developer solicitation in 2014 when GSA and Lakewood have reached an agreement on the acquisition process.

The first phase of RTD's Alameda Station Pilot Project kicked off in 2013 with the start of construction on the Dakota Outfall. The outfall is a drainage improvement that improves storm water capacity in West Washington Park and the areas immediately surrounding Alameda Station. As part of this project Dakota Avenue was reconstructed as a direct connection between Broadway and the station. RTD and D4 Urban broke ground on the next phase in April, 2014 with the construction of Alameda Station Village (ASV). ASV will include 275 residential units right at Alameda Station, as well as a new transit plaza and bus loading area for RTD patrons.

The rehabilitated Denver Union Station Historic Building opened on July 12th, 2014. The Historic Building is home to the 112-room Crawford Hotel, named after a key member of the development team and one of Denver's leading preservationists, Dana Crawford. The hotel occupies the upper floors of the station, while the lower floors are home to several retail shops and restaurants.



One of our main goals  
has always been to  
create more sustainable,  
livable, and accessible  
communities through  
nearby transit.



# GOING DIGITAL

## Staying connected with our customers

At RTD, we understand that in order to provide the best service, we need to remain relevant to the world of today. That's why we've enhanced our communication capabilities to provide the most up-to-date information to our passengers.

### **Union Station mini-site**

In 2014, we launched a beautifully designed mini-site on the web for the May 9 grand opening of Union Station. The site was filled with information on the new Union Station bus concourse, the closure of Market Street Station, the new Free MetroRide service, and much more. The most notable part of the site was an informative interactive map accompanied by magnificent photography of the multiple transit options, overhead canopy, restaurants, retail, public spaces, and the new Crawford Hotel. With 150,000+ page views, the Union Station site was successful at providing information about the emergence of the new downtown epicenter as well as informing riders about how their commutes would be changing with the grand opening.

### **Web enhancements**

From subscription-based rider alerts, route information, news and events reminders, and an e-newsletter, passengers can now receive information via email to their smartphones, PDAs, and computers.

### **Mobile website**

Our mobile site continues to get better and better as we make enhancements to provide up-to-date information on schedules, fares, and routes. We've also made our data available to third-party developers to create a host of helpful apps at no cost to RTD.

### **MyStop**

Our MyStop automated phone system, which gives next departure times from any stop, continues to handle a significant number of requests that otherwise may be directed to the Telephone Information Center, and is available at all times. The system provided over 1.3 million schedule requests in 2013. The Telephone Information Center still handled over 2.1 million calls in 2013, but the MyStop option provides another option that is often quicker.

### **Email**

From rider alerts to special promotions to small business opportunities and more, we delivered nearly 3,000 emails in 2013 to keep people informed of the latest and greatest happenings at RTD. With 51,000 people signed up for 190,000 subscriptions, email has proven to be a growing communication channel for our riders, constituents, business partners and more. The most popular email topic continues to be rider alerts, where riders can sign up to receive informational and timely service updates for their preferred routes.

### **Social media updates**

We want to stay connected to our customers and we've continued our ongoing dialogue with more than 25,000 followers and fans on Facebook and Twitter. So many of our riders want to correspond with us on social media, that's why RTD's Customer Care group began monitoring activity on Facebook and Twitter seven days a week to answer your questions and concerns.

### **Blog**

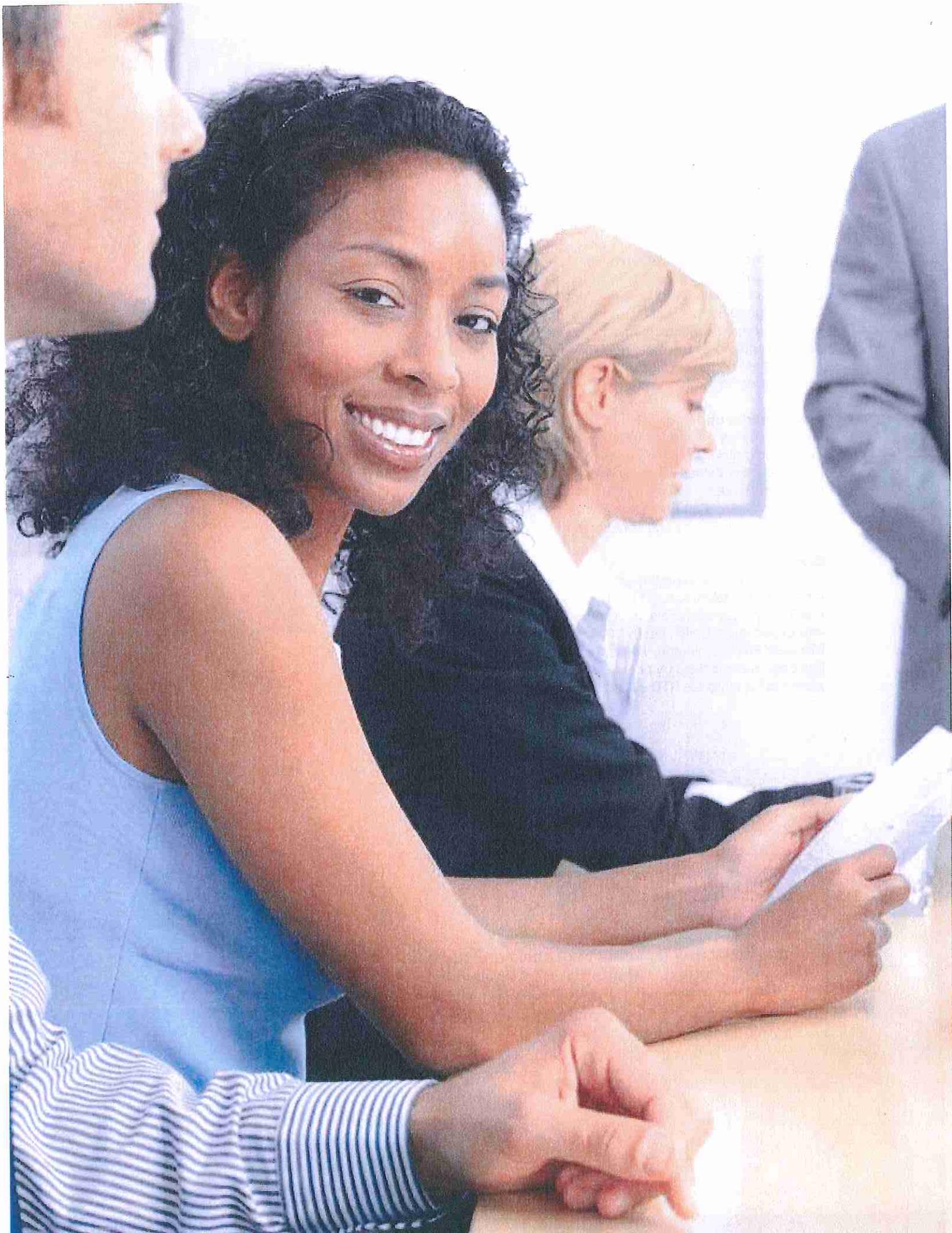
We launched a new blog this year to give people a behind-the-scenes look at what it takes to run a public transit system, the future of our FasTracks expansion projects, along with up-to-date news, stories, and expert insight. With nearly 20 blog contributors, including General Manager Phil Washington, we post one to two stories a week. The blog has been well received by people looking to get a more in-depth and personal look into the RTD system.



We continue to invest in technology to reach customers in ways that add the most value for them.

## WHAT'S NEXT?

Starting in late 2014, we're providing an additional way for riders to get next departure times through our MyStop system. In addition to calling, riders will be able to text any MyStop number to a short code and receive the next three departure times in response.



# CIVIL RIGHTS DIVISION

Creating an equal opportunity environment for all

The Civil Rights Division strives to ensure fairness and equal opportunities in employment, small business development, and career pathways. Consistent with goals of the District, we will accomplish our pursuit of excellence by complying with Civil Rights laws, promoting inclusion for all small businesses with developmental programs, and reinvesting in our community's residents by providing opportunistic job training. Our ultimate goal is to eliminate barriers to opportunity.

**The Civil Rights Division is comprised of:**

- Equal Opportunity Office
- ADA
- Workforce Initiative Now
- Small Business Office
- Business Resource Management

## **Equal Opportunity Office**

The Equal Opportunity Office manages internal and external program initiatives to ensure compliance with federal, state, and local laws regarding workplace discrimination, and harassment. Internal efforts include salary/compensation and claim/complaint processes and educational trainings and workshops while external initiatives include external claim/complaint processes, mediations, and investigations.

- The CHEL group, comprised of Civil Rights, Human Resources, the Employee Liaison and Legal departments, collaborates to address issues related to employee relations.

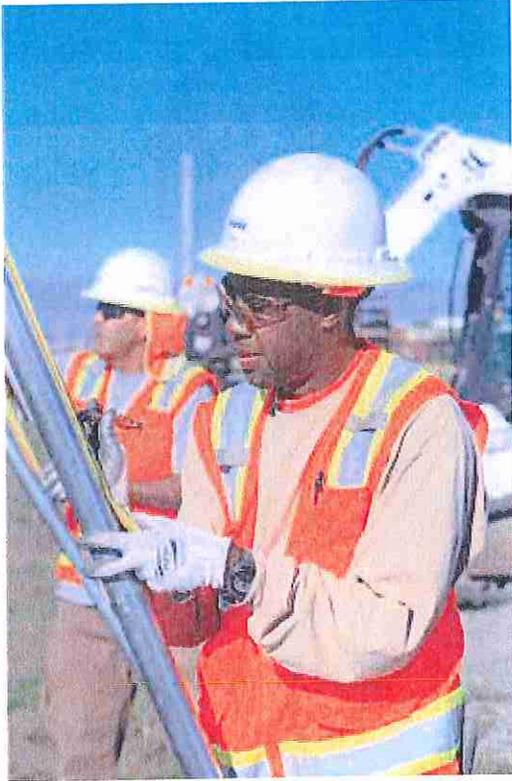
## **Americans with Disability Act (ADA)**

The Americans with Disability Act (ADA) office provides equal access enterprise-wide for people with disabilities. The purpose of the ADA office is to provide guidance, policies, procedures, and monitoring. Internal efforts include but are not limited to, training and leadership development, compensation/benefits, complaint procedures/resolution, employee relations, and reasonable accommodations. The ADA office, in addition to internal efforts, also exercises external efforts through communication and public information, complementary paratransit service, and accessibility to vehicles/facilities/transit.

- Americans with Disabilities Advisory Committee (ADAAC) is a consortium of several agencies and organizations who advocate on behalf of those with disabilities.



Our mission is to ensure every individual's equality in employment, contracting, and access to public transit services.



## CIVIL RIGHTS DIVISION

### **Workforce Initiative Now**

The vision of the Workforce Initiative Now (WIN) program is being realized every day. The workforce development program is a collaborative partnership between RTD, Denver Transit Partners, Community College of Denver, and Urban League of Metro Denver and has grown in leaps and bounds since inception in 2011. WIN's training and resource network has expanded to 68 network partners that include local nonprofits, community and technical colleges, trade associations, registered apprenticeship programs, small businesses, and the public workforce system.

To date WIN has provided demand-driven workforce services to employers and connected work-ready local residents with high-quality employment opportunities in construction and transportation. Since the beginning of 2014, WIN has already achieved significant outcomes in employment and self-sufficiency:

- Served 751 community residents with general services and intensive programming;
- Enrolled 323 community residents in intensive program cohorts to receive intensive training, career coaching, and employment preparation;
- Supported WIN participants in skills development — 208 participants have completed at least one course to date;
- Aligned cohesive network of 53 local programs offering pre-employment training and preparation to support career development for community residents;
- Developed community workforce plans on five infrastructure expansion projects;

### **Small Business Office**

The Small Business Office fosters equal opportunities for Disadvantaged Business Enterprises and Small Business Enterprises (DBE/SBE) by reducing unnecessary obstacles that prevent growth. RTD empowers small and disadvantaged businesses by offering resources and opportunities to help them grow through workforce creation, training, and increased contracting opportunities including:

- Comprehensive compliance monitoring and reporting
- Outreach, networking, and public participation events and processes
- Training, surveying, mentoring, and technical assistance
- Implementation of Memorandum of Understandings
- SBE Certification and program support services

#### **Bi-monthly DBEAC meetings**

Our Disadvantaged Business Enterprise Advisory Council facilitates communication of projects and potential contracts throughout the business community to our Memorandum of Understanding Stakeholders and Minority Businesses.

#### **DBE/SBE orientation**

The orientation is for DBE/SBEs performing on or contracted to perform on RTD goal related projects and provides small businesses with an overview of our DBE and SBE programs. These workshops are designed to maximize the success of firms participating on RTD contracts.

#### **Business Resource Management**

The Business Resource Management team assists companies, consultants and vendors that want to work on RTD/FasTracks projects with developing their business. They consult with businesses, conduct supportive services and RTD SBE certification workshops, and provide advocacy while implementing growth opportunities successfully. They are responsible for initiating, negotiating, and managing business relationships and connecting businesses to various opportunities throughout the district.

#### **Small business and contractor meetings and workshops**

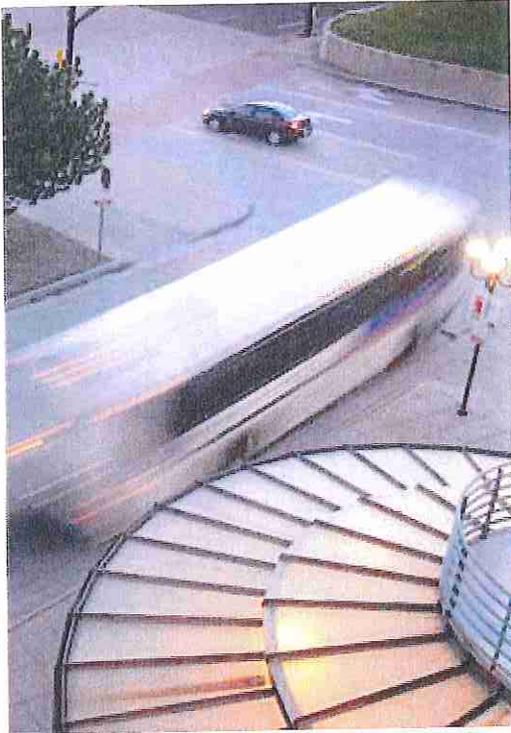
These events provide a forum for Disadvantaged Business Enterprise/Small Business Enterprise (D/SBEs) to connect with potential prime contractors, obtain information on upcoming RTD and FasTracks opportunities, learn more about contracting with RTD, meet fellow contractors, and market their business.

#### **Chamber and trade association outreach orientations**

Through direct outreach, we provide Chambers of Commerce with an opportunity to host SBE orientation sessions at their locations to inform their membership about certification benefits, upcoming projects and solicitations, and build on relationships with RTD.



The WIN network has grown to 60 partners dedicated to helping develop career opportunities in the transportation and construction industries.



# FINANCIAL HIGHLIGHTS

## BASIC FINANCIAL STATEMENTS

RTD's financial statements are prepared using proprietary fund (enterprise fund) accounting that uses the same basis of accounting as private-sector business enterprises. Revenue is recorded when earned and expenses are recorded when incurred.

## FINANCIAL ANALYSIS

**Statement of net position** - As of December 31, 2013 and 2012, total assets of RTD exceed total liabilities by \$2.98 billion and \$2.73 billion, respectively. The largest portion of this excess, 93.6% in 2013 and 86.1% in 2012, was invested in capital assets, net of related debt. RTD uses these capital assets to provide public transportation services to customers; consequently these assets are not available for future spending.

The amount of unrestricted net position as of December 31, 2013 was \$53 million compared to \$46 million in 2012. Substantially all of the unrestricted net position, although not legally restricted, has been appropriated or reserved by the RTD board for future capital acquisition and reserve policy requirements. The experienced increases were primarily due to higher tax and grant revenues, products of an improved economy combined with expense reduction initiatives undertaken by RTD.

## CONDENSED SUMMARY OF ASSETS, LIABILITIES, AND NET POSITION (in thousands)

	2013	2012	2011
<b>Assets:</b>			
Current assets	\$546,876	\$720,663	\$649,902
Current assets - restricted	862,250	850,581	454,671
Capital assets	4,696,735	4,056,128	3,472,133
Other noncurrent assets	-	33,961	202,157
Deferred outflows of resources	43,471	9,524	11,271
<b>Total assets</b>	<u>6,149,332</u>	<u>5,670,857</u>	<u>4,790,134</u>
<b>Liabilities:</b>			
Current liabilities	319,004	383,740	433,980
Noncurrent liabilities	2,852,223	2,557,522	1,928,747
Deferred inflows of resources	656	685	713
<b>Total liabilities</b>	<u>3,171,883</u>	<u>2,941,947</u>	<u>2,363,440</u>
<b>Net position:</b>			
Net investment in capital assets	2,788,100	2,348,966	1,872,790
Restricted	136,131	334,162	507,705
Unrestricted	53,218	45,782	46,199
<b>Total net position</b>	<u>\$2,977,449</u>	<u>\$2,728,910</u>	<u>\$2,426,694</u>

# FINANCIAL REPORT

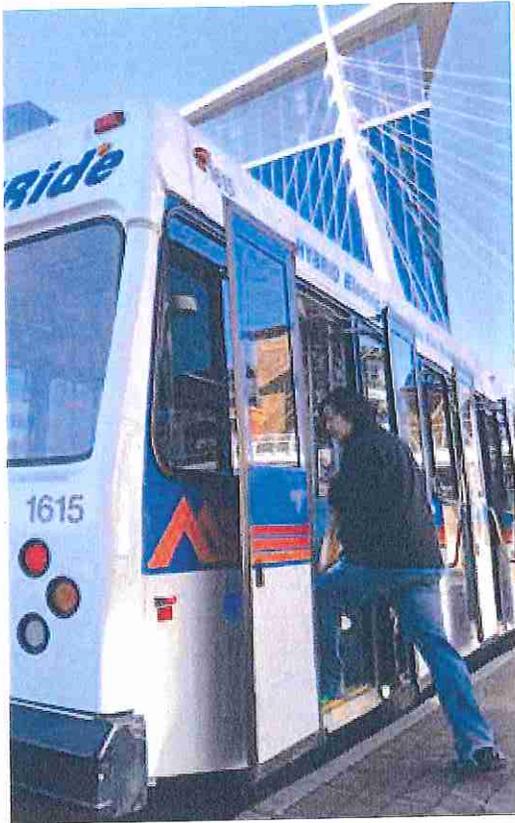
## STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION

The following summary of revenues, expenses, and changes in net position shows that the activities of RTD resulted in a growth in net position. The net position of RTD increased by \$248 million during the current year compared to an increase of \$302 million in the previous year. The net position improvements in both years were due to higher operating revenues, grant revenues, and increased sales and use tax collections.



## SUMMARY OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION (in thousands)

	2013	2012	2011
<b>Operating revenue:</b>			
Passenger fares	\$117,841	\$112,929	\$108,497
Advertising and other	5,199	5,333	4,882
Total operating revenue	<u>123,040</u>	<u>118,262</u>	<u>113,379</u>
<b>Operating expenses:</b>			
Salaries and wages	135,660	127,557	123,704
Fringe benefits	56,745	51,417	42,628
Materials and supplies	64,798	58,300	52,015
Services	112,479	109,853	48,357
Utilities	13,567	11,833	11,627
Insurance	5,568	3,776	6,089
Purchased transportation	113,006	111,130	108,865
Leases and rentals	3,210	2,401	1,964
Miscellaneous	6,448	15,741	2,082
Depreciation	127,256	115,269	104,280
Total operating expenses	<u>638,737</u>	<u>607,277</u>	<u>501,611</u>
Operating loss	<u>(515,697)</u>	<u>(489,015)</u>	<u>(388,232)</u>
<b>Nonoperating revenues (expenses):</b>			
Sales and use tax	468,586	449,787	415,180
Grant operating assistance	88,243	68,927	89,592
Investment income	2,040	2,613	6,484
Other income / gain on sale of assets	28,088	14,494	5,255
Interest expense	(61,223)	(51,371)	(51,274)
Other expense / unrealized loss on assets	(4,064)	(4,895)	(150)
Net nonoperating revenue (expenses)	<u>521,670</u>	<u>479,555</u>	<u>465,087</u>
Income before capital contributions	5,973	(9,460)	76,855
Capital grants and local contributions	242,566	311,676	238,292
Increase in net position	<u>248,539</u>	<u>302,216</u>	<u>315,147</u>
NET POSITION, beginning of year (as restated)	2,728,910	2,426,694	2,111,547
NET POSITION, end of year (as restated)	<u>\$ 2,977,449</u>	<u>\$2,728,910</u>	<u>\$2,426,694</u>



# REVENUE ANALYSIS

(Dollars in thousands)

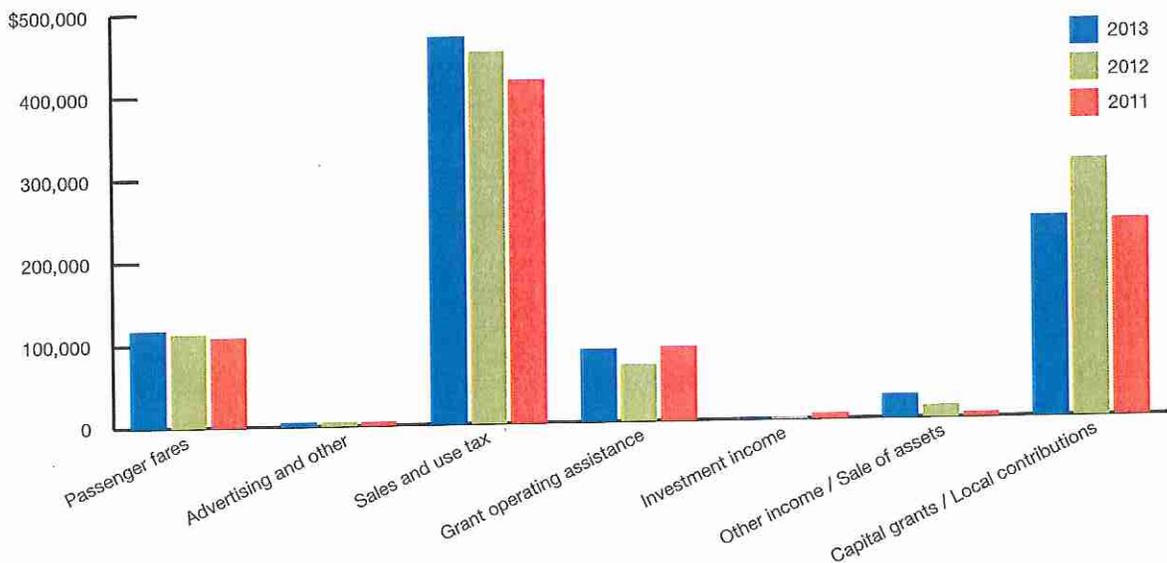
**Passenger fares** – Passenger fares provided 12.4% and 11.7% of total revenues in 2013 and 2012, respectively. Farebox receipts, monthly and annual pass revenue, and special event fares for bus and rail services are included in passenger fares. Passenger fares grew by \$4,912 (4.3%) in 2013 compared to an increase of \$4,432 (4.1%) in 2012. The increase in 2013 was due, in part, to the opening of the West Line light rail line in April while additional increases in both years were due to higher participation in fare media programs.

**Sales and use tax** – Sales and use tax provided 49.2% and 46.6% of RTD's total revenues in 2013 and 2012 respectively. Sales and use tax is a dedicated 1.0% tax imposed on certain sales within the service area. Sales and use tax increased \$18,799 (4.2%) in 2013 compared to an increase of \$34,607 (8.3%) in 2012. In 2013 and 2012, the District experienced growth in tax revenues due to an upturn in consumer and business spending activity as the local economy continues to emerge from the recession.

**Grant operating assistance** – Grant operating assistance provided 9.3% and 7.1% of total revenues in 2013 and 2012. Grant operating assistance increased \$19,316 (28.0%) in 2013 compared to a decrease of \$20,665 (23.1%) in 2012. The operating assistance is a federal grant revenue program used to perform capital maintenance and maintain RTD's revenue fleet of bus, paratransit, and rail vehicles.

**Capital grants and local contributions** – Capital grants and local contributions provided 25.5% and 32.3% of total revenues in 2013 and 2012. Capital grants and local contributions decreased \$69,110 (22.2%) in 2013 and increased \$73,384 (30.8%) in 2012. The decrease in 2013 resulted from lower capital contributions related the near completion of the Denver Union Station (DUS) multi-modal hub capital project as well as having received one-time contributions relating to an intergovernmental agreement on the East Line during 2012. The increase in 2012 occurred with additional funds being received from the Eagle P3 Full Funding Grant Agreement, the West Corridor Full Funding Grant Agreement, City and County of Denver IGA, and the DUS project capital contributions.

REVENUE ANALYSIS (in thousands)



# EXPENSE ANALYSIS

(Dollars in thousands)

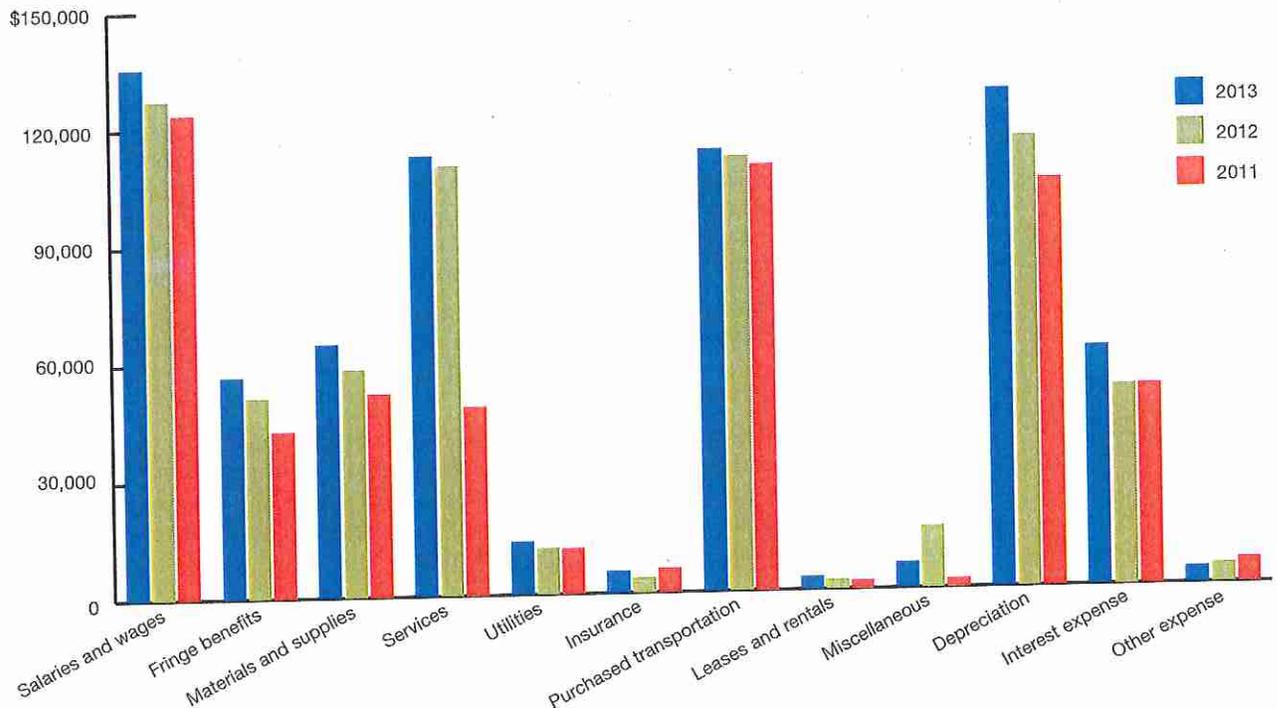
**Salary and wages** – Salary and wage expense is the largest expense category accounting for 19.3% and 19.2% of the total RTD expenses in 2013 and 2012, respectively. Salary and wage expenses increased by \$8,103 (6.4%) in 2013 compared to an increase of \$3,853 (3.1%) in 2012. A portion of the 2013 increase occurred with the opening of the West Line due to the additional staffing needs. Growth in both years also occurred from salary and wage performance and progression increases.

**Purchased transportation** – The purchased transportation expense category accounted for 16.0% and 16.7% of the total expenses in 2013 and 2012. Purchased transportation represents the costs of contracted transportation services for bus, access-a-Ride, and call-n-Ride services. Purchased transportation costs increased \$1,876 (1.7%) in 2013 compared to \$2,265 (2.1%) in 2012. The increase in both years was primarily due to higher negotiated contract amounts.

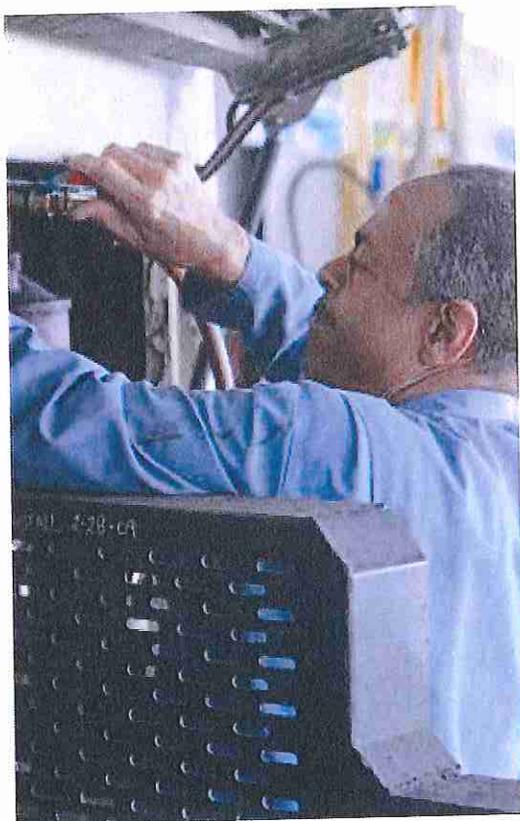
**Materials and supplies** – The materials and supplies expense category accounted for 9.2% and 8.8% of the total RTD expenses in 2013 and 2012 respectively. Materials and supplies expenses increased \$6,498 (11.1%) in 2013 compared to an increase of \$6,285 (12.1%) in 2012. The increase in 2013 occurred due to the opening of the West Line and an increase in diesel fuel prices from an average of \$2.73 to \$3.26 per gallon. The increase in 2012 was due to the average price of diesel fuel increasing from \$2.36 per gallon to \$2.73 per gallon.



## EXPENSE ANALYSIS (in thousands)



# CAPITAL ASSETS UPDATE



## CAPITAL ASSETS

Investments in capital assets include: land and rights-of-way, buildings and improvements, leasehold improvements, revenue and non-revenue vehicles, shop and service equipment, security and surveillance equipment, computer equipment, and furniture. RTD's investment in capital assets, net of accumulated depreciation, in 2013 was \$4.7 billion compared to \$4.1 billion in 2012. The increase in capital assets in 2013 was \$641 million (15.8%) compared to an increase of \$584 million (16.8%) in 2012. RTD acquires its assets with sales and use tax revenues, farebox revenue, federal capital grants, and proceeds from the sale of revenue bonds, certificates of participation, and commercial paper. The significant investment in capital assets during 2013 was primarily due to the cost of planning, design, and construction of FasTracks projects.

Continued investments in capital expenditures are expected in future years due to expansion of RTD's FasTracks program. The FasTracks program will build a comprehensive, integrated region-wide transit network that will provide a reliable and safe system, enhance mobility, and respond to the growing transportation needs within the eight-county Regional Transportation District. Funding for the FasTracks program will be secured through Federal Transit Administration (FTA) grants, sales tax and other revenues, issuance of long term debt, and public-private partnerships.

## CAPITAL ASSET PROJECT UPDATES

**Union Station** – RTD, with assistance from the City and County of Denver (CCD), the Denver Regional Council of Governments (DRCOG), and the Colorado Department of Transportation (CDOT), acquired historic Denver Union Station (DUS) in August 2001. Union Station and the surrounding property are being developed as a mixed-use, multimodal transportation center located at and in the vicinity of the original Denver Union Station. Expenditures for 2013 were \$110 million for the construction of assets.

Along with the redevelopment of Denver Union Station as a multimodal transportation center, a contract was entered in December 2012 with Union Station Alliance (USA) to redevelop the Union Station historic building. Under the agreement, the redevelopment of the historic building will include the Great Train Hall, Amtrak facilities, a 110-room hotel as well as restaurant and retail services. USA will lease the building from RTD and will operate and maintain these new amenities.

**West Rail Line** – The W line, a 12.1-mile transit light rail line connecting Denver, Lakewood, and Golden, began revenue service in April 2013. In 2013, expenditures related to the West Line were approximately \$26 million.

**North Metro Rail Line** – The North Metro Rail Line is an 18-mile rail corridor between Union Station and 162nd Avenue, passing through Denver, Commerce City, Thornton, Northglenn, and unincorporated Adams County. In 2013, expenditures related to the North Metro Rail Line were approximately \$29 million.

In February 2013, RTD received an unsolicited proposal by a team led by Graham Contracting Limited, and after review, RTD determined it had merit and initiated a competitive bidding process for design and construction on a portion, and the entire North Metro Rail Line project. The RTD Board selected Regional Rail Partners (RRP), who submitted a \$343 million proposal, as the prime contractor for building the new rail line. In December 2013, RTD and RRP signed a contract to initiate the first phase of construction on North Metro Rail from Union Station to 124th Avenue with the option of extending further north as funds become available.

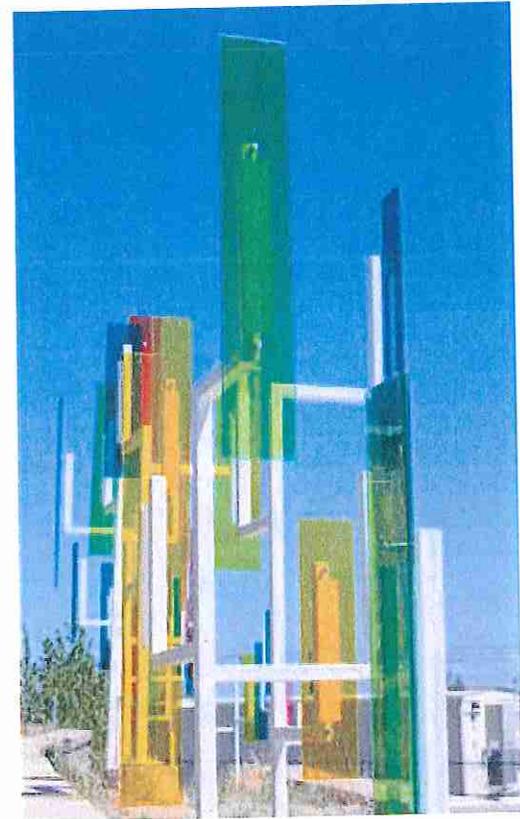
**Northwest Rail Line** – The Northwest Rail Line is a 41-mile rail transit corridor between Union Station and Longmont, passing through Denver, Westminster, Broomfield, Louisville, Boulder, Longmont, unincorporated Adams County, and unincorporated Boulder County. In early 2013, RTD initiated the Northwest Area Mobility Study to address the transportation needs and ease congestion in the northern communities with the planned Northwest Rail Line. The study will help determine cost-effective improvements and explore several options, including regional bus rapid transit, alternate alignments to Longmont, and building a rail system a segment at a time as funds become available.

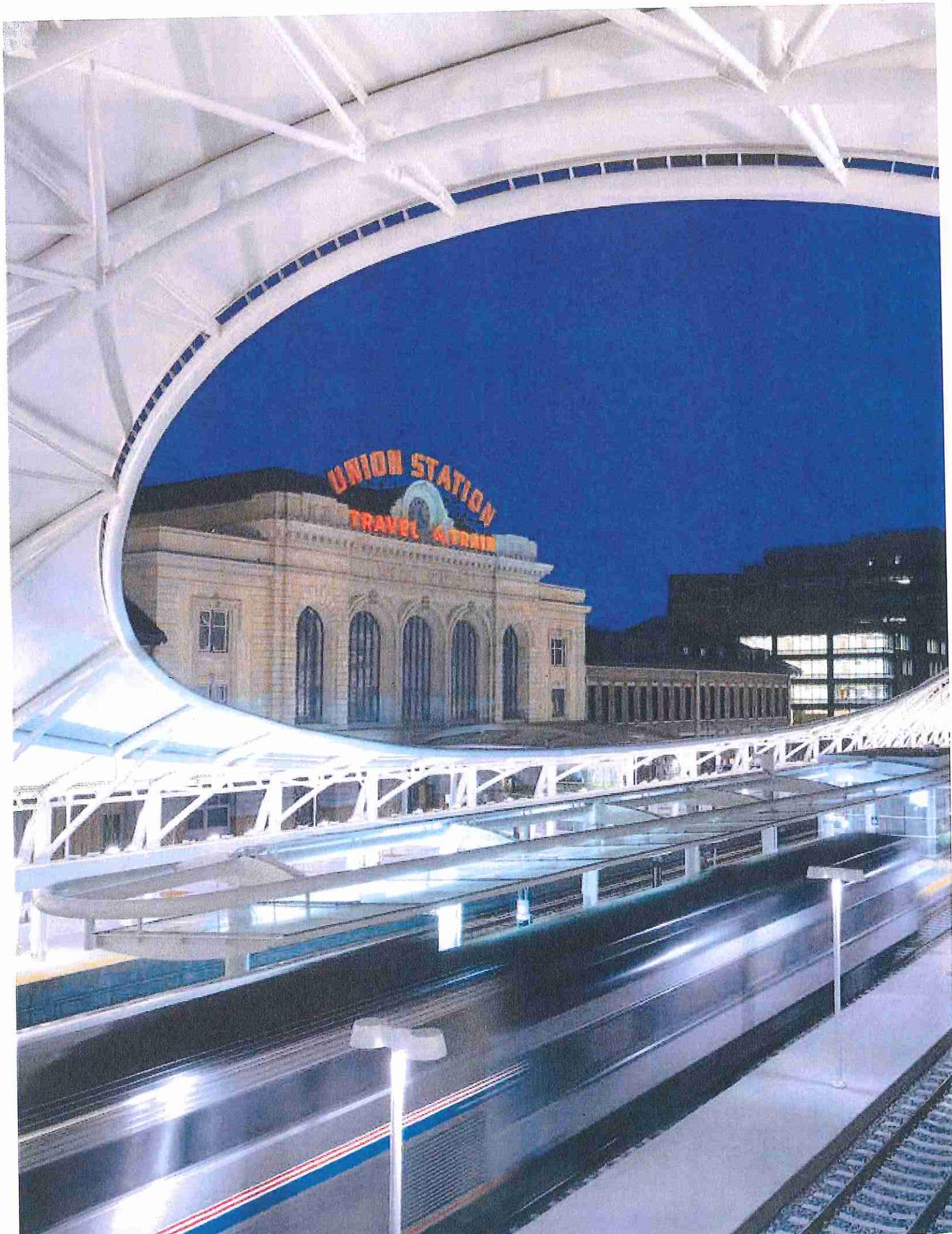
**East and Gold Rail Line Public-Private Partnership (Eagle P3)**

In 2010, RTD entered into a public-private partnership to design, build, finance, operate and maintain several of the transit improvements included in the FasTracks program. The Eagle P3 project is a \$2.19 billion project that includes the East and Gold Rail Line and the Commuter Rail Maintenance Facility. The Eagle P3 partnership was awarded to Denver Transit Partners (DTP) through a competitive bid process culminating in a contract price that was \$305 million below internal estimates.

In 2013, construction expenditures related to the Eagle P3 project were \$432 million. The Eagle P3 Project elements are described below:

- **East Rail Line** – The East Rail Line is a 22.8-mile commuter rail corridor between Union Station and Denver International Airport.
- **Commuter Rail Maintenance Facility** – The Commuter Rail Maintenance Facility is being designed to service the four planned commuter rail lines (East, Gold, North Metro, and Northwest) included in the FasTracks plan.
- **Gold Rail Line** – The Gold Rail Line is an 11.2-mile rail corridor between Union Station to the vicinity of Ward Road, passing through northwest Denver, unincorporated Adams County, Arvada, and Wheat Ridge.
- **Northwest Rail Line Electrified Segment** – The Northwest Rail Line electrified segment is a 6.2-mile electric commuter rail line between Union Station and Westminster Station at 71st Avenue and Irving Street. The line is under construction as part of the Eagle P3 project and is scheduled to open in 2016.





# FEDERAL AND STATE FUNDING AWARDS/REQUESTS

## **CAPITAL FUNDING AWARDED (2013)**

### **Funding Advancement for Surface Transportation and Economic Recovery (FASTER) – State of Colorado Program**

- \$1,265,863 – Church Ranch Park-n-Ride Boarding Platforms Relocation
- \$3,759,806 – Civic Center Station Reconstruction Project
- \$997,404 – Thornton Park-n-Ride Expansion

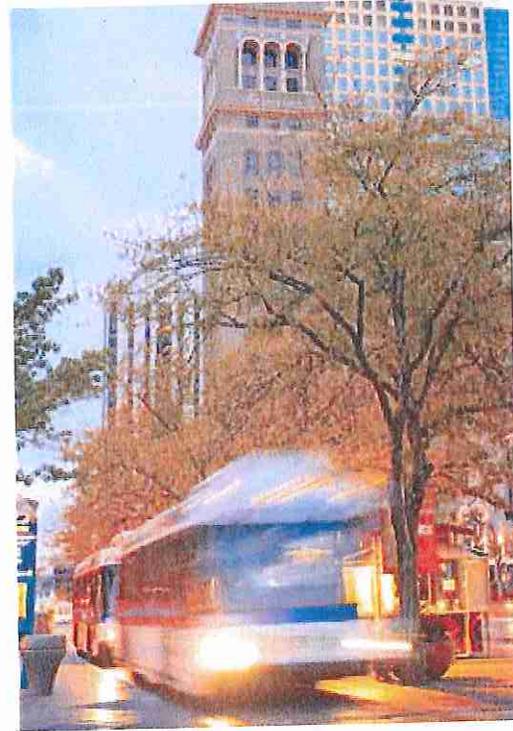
## **PENDING STATE & FEDERAL GRANT APPLICATIONS**

### **Funding Advancement for Surface Transportation and Economic Recovery (FASTER) – State of Colorado Program**

- \$1,320,000 – 16th Street Mall Shuttle Replacement
- \$1,040,000 – Southeast Rail Line Tactile Strip Replacement
- \$2,250,000 – RTD Light Rail Vehicle Midlife Refurbishment and Overhaul Project
- \$1,672,836 – Southwest Plaza Park-n-Ride Relocation
- \$2,615,200 – East Colfax (US40)/15L Transit Enhancement Project

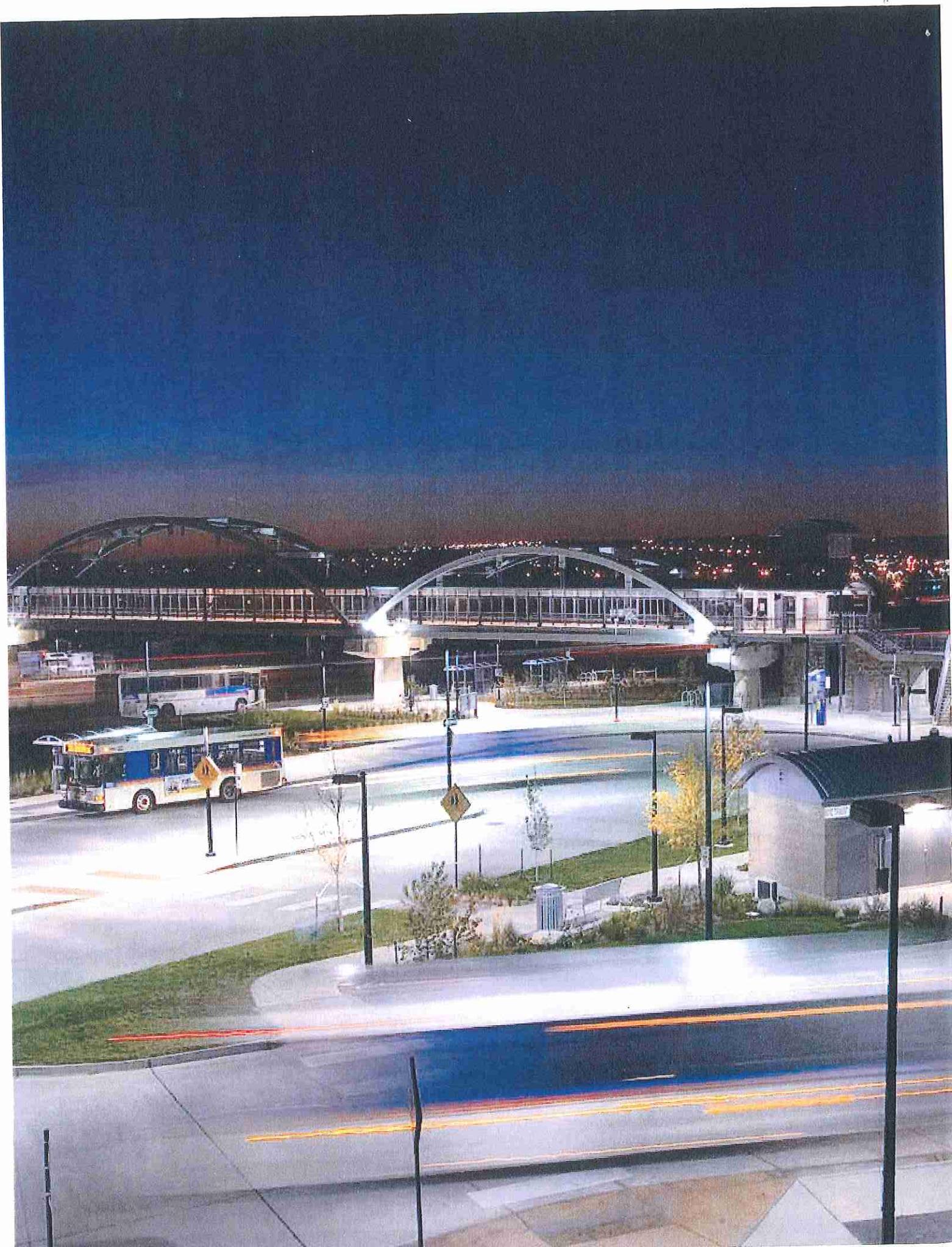
### **Transportation Investments Generating Economic Recovery (TIGER 6)**

- \$20,000,000 – Central Rail Connection
- \$1,500,000 – Northwest Bus Rapid Transit Alternatives Analysis (TIGER Planning Grant)



“With the help of our communities and significant federal funding, we remain committed to expanding our transit network to create greater accessibility and options.”

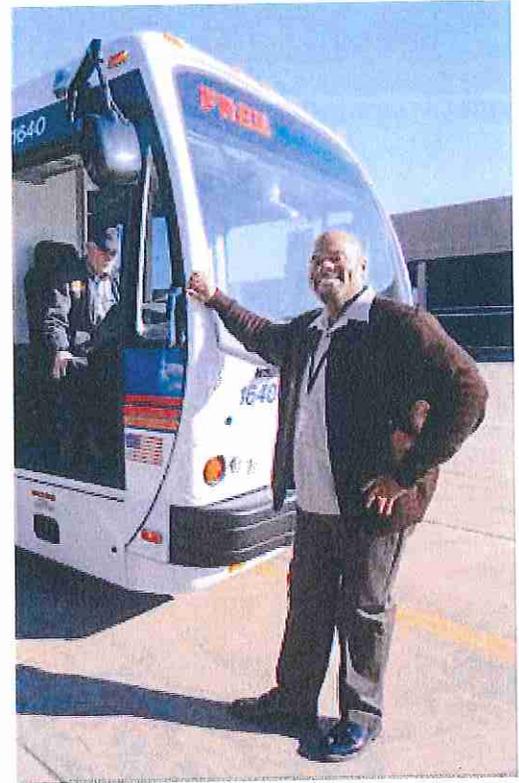
—Phil Washington,  
RTD General Manager & CEO



## ABOUT RTD

Founded in 1969 by the Colorado General Assembly, the Regional Transportation District provides a dynamic public transit system across the greater metro area. Today, our service district spans 2,340 square miles and serves a population of 2.8 million across all or a portion of eight counties: Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, and Weld.

In 2013, RTD provided service for more than 99 million passenger trips, including 63.7 million on bus, 20.6 million on light rail, and more than 14 million on Call-n-Ride, Access-a-Ride, and special event service.



We continue to expand access options and take people where they want to go.

