



# Change, Challenge, and Connections

STRATEGIC PLAN 2021-2026

Adopted by the RTD Board of Directors



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## LETTER FROM THE GENERAL MANAGER AND CEO

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I recognize the value that a high-quality transportation system brings to its community and the region it serves. I, along with the dedicated employees of the Regional Transportation District, are committed to delivering service that both supports the needs of the agency's customers, stakeholders, and community members and enhances the day-to-day lives of residents and visitors across the Denver metro region.

Over the next year, the agency will be focused on realizing the vision to be the trusted leader in mobility, delivering excellence and value to the district's customers and community. RTD strives to make lives better through connectivity and facilitating economic development. RTD will continue the pursuit of this vision by exploring long-term models that benefit current and future customers, the community, and employees.

This Strategic Plan outlines a road map for specific initiatives and programs the RTD team will undertake over the coming year; it also provides a framework for measuring success beyond the one-year period. A well-crafted strategic plan provides the leadership team and stakeholders with guiding goals, projects, and programs to be implemented in the short-term to achieve longer-term outcomes. In the event of an unforeseeable event, such as a global pandemic, the plan can be easily paused and then resumed once the crisis has been managed or has passed.



**DEBRA A. JOHNSON**

Having clarity on the bigger picture also provides the organization with the flexibility to adapt the plan to changing conditions.

This plan details RTD's aspirations and the steps for attaining goals; it articulates the organization's vision for establishing a valuable partnership with the surrounding community, pursuing customer excellence, becoming a regional employer of choice, and achieving financial success.

RTD's 2021 Strategic Plan is both ambitious and actionable. No strategic plan should be an easy reach; one cannot spell "CHALLENGE" without "CHANGE." The plan will serve as the guiding vision for strategic success. I truly believe that this plan will elevate RTD to new heights through a focused pursuit of excellence.

Sincerely,

**Debra A. Johnson**



# 2022-2023 RTD BOARD OF DIRECTORS

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RTD is governed by a 15-member, publicly elected Board of Directors. Directors are elected to a four-year term and represent a specific district. Elections are staggered so that eight seats are open in one general election, seven in the next.



**Kate Williams**  
District A



**Shontel M. Lewis**  
District B



**Angie Rivera-Malpiede**  
District C



**Bobby Dishell**  
District D



**Paul Rosenthal**  
District E



**Bob Broom**  
District F



**Julien Bouquet**  
District G



**Doug Tisdale**  
District H



**Erik Davidson**  
District I



**Vince Buzek**  
**Board Chair**  
District J



**Troy L. Whitmore**  
**Treasurer**  
District K



**Shelley Cook**  
District L



**Marjorie Sloan**  
**Secretary**  
District M



**Peggy Catlin**  
**Second Vice Chair**  
District N



**Lynn Guissinger**  
**First Vice Chair**  
District O



# PROFILE AND FACTS

Bus and Rail | Access-a-Ride | Flatiron Flyer | FlexRide  
Free MallRide | Free MetroRide | SeniorRide

**35,550,924\***

Annual regular fixed-route service miles  
(bus and rail)

**2,342**

Square miles in service area

**3.08 million**

Service area population

**9,750**

Bus stops

**52,616,640\***

Annual system boardings

**114.1**

Miles of rail track

**135,495\***

Weekday regular fixed-route scheduled  
miles, including bus, rail, and Free  
MallRide/MetroRide

**40**

Municipalities served in 6 counties  
and 2 city/county jurisdictions

\*2020 factual data adversely  
impacted by COVID-19 pandemic.

# MISSION

We make lives better through connections.

# VISION

To be the trusted leader in mobility, delivering excellence and value to our customers and community.



# VALUES

## PASSION

We will be purposeful in delivering our work.

## RESPECT

We will demonstrate respect and integrity in our interactions with both our colleagues and community members.

## DIVERSITY

We will honor diversity in thought, people, and experience, being receptive to unique ideas and viewpoints to achieve optimal results in problem-solving.

## TRUSTWORTHINESS

We will be forthright in our actions; we will do what we say, when we say we will do it.

## COLLABORATION

We will approach our work in a collaborative manner, seeking and acknowledging valued input from our colleagues and the community.

## OWNERSHIP

We will commit ourselves to continuous learning and do what it takes to deliver our shared vision.



# STRATEGIC PRIORITIES AND SUCCESS OUTCOMES

These are the overarching outcomes RTD departments, teams, and individuals will strive to achieve over the 2021-2026 fiscal years in each of the four key strategic areas.

## STRATEGIC PRIORITY

## SUCCESS OUTCOME



### Community Value

RTD strives to be a strong community partner, providing value to customers as well as to the broader Denver metro region while sustaining planet Earth.



**Establish baseline for Community Value Index and increase by 5%**



### Customer Excellence

RTD strives to consistently deliver high-quality customer service.



**Establish baseline for Customer Net Promoter Score and increase by 5%**



### Employee Ownership

RTD seeks to attract and retain a highly skilled and engaged workforce.



**Establish baseline for Employee Net Promoter Score and increase by 5%**



### Financial Success

RTD takes very seriously the management of all financial resources.



**50% of outcome is that RTD spends less money than it receives; and 50% of outcome is that the community believes that it sees value in RTD's spending**



135

18TH & CAL

69

135

RTD

RTD

[Headlight] [Red LED Light]

[Red LED Light] [Headlight]

NO CROSSING

[Coupler]



# RTD Strategic Plan Overview



## 3 HOW WE PLAN TO DO IT

### Work Plan Tactics

- Community Value – 23 tactics
- Customer Experience – 17 tactics
- Employee Ownership – 34 tactics
- Financial Success – 14 tactics

## 4 WHO WILL DO IT

### Performance Scorecard

Information system for owners and progress reporting

Quarterly Performance Scorecard			RTD
STRATEGIC PRIORITY	SUCCESS OUTCOME	GOAL POINTS	
Community Value	RTD strives to be a strong and valued community partner. These metrics monitor progress in this area.	35	
Customer Excellence	RTD strives to consistently deliver high-quality customer service, and these performance metrics measure how well the agency is meeting customer expectations.	25	
Employee Ownership	RTD seeks to attract and retain a highly skilled and engaged workforce. This set of performance metrics measure the level of employee engagement.	25	
Financial Success	RTD takes very seriously the management of all financial resources. To that end, these metrics measure success with financial performance.	15	
		TOTAL	100

## 2 WHAT WE ARE STRIVING TO DO

### Measurable Outcomes

- Increase the perceived value to the community by 5%
- Increase overall customer satisfaction Net Promoter Score by 5%
- Increase overall employee Net Promoter Score by 5%
- 50% of outcome is that RTD spends less money than it receives; and 50% of outcome is that the community believes that it sees value in RTD's spending

## 1 WHY WE DO WHAT WE DO

### Mission

We make lives better through connections.

### Vision

To be the trusted leader in mobility, delivering excellence and value to our customers and community.

### Values

- Passion
- Respect
- Diversity
- Trustworthiness
- Collaboration
- Ownership

# STRATEGIC WORK PLANS

To realize success outcomes, departments within RTD have prioritized numerous projects and programs for completion over the course of 2021-2022. In all, 88 tactics are included in this ambitious work plan and are outlined on the following pages.

NOTE: Due to unforeseen circumstances, work plan tactics are subject to change during the duration of the plan.

## Administration Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Employee Empowerment</b>	Provide leadership with information, resources, and recommendations to promote empowerment of employees	Employee Ownership	–
<b>Business Education</b>	Develop and revise training programs and continue to deliver relevant educational programming across the workforce	Employee Ownership	–
<b>Comprehensive Process Documentation</b>	Create outlines of the steps necessary to complete internal tasks and processes	Employee Ownership	Financial Success
<b>Employee Alignment</b>	Develop and deliver educational programming regarding workplace culture	Employee Ownership	–
<b>Change Management Culture</b>	Cross-departmental partnership to promote equity and access	Community Value	Customer Excellence
<b>Employee Engagement Initiative</b>	Sponsor the Employee Engagement Committee to increase employee ownership by improving collaboration and providing all employees with the tools to achieve RTD's vision.	Employee Ownership	–
<b>Leadership Support of Safety Management System Implementation</b>	Measure leadership support of safety management systems, and system security plan by measuring leadership engagement/visits, coordination of activities, and adherence to management system processes and procedures	Community Value	–
<b>Event Investigation, Corrective and Preventative Actions Implementation</b>	Implement current policy and procedure for event notification, reporting and investigation. This will be done concurrently with software implementation for data capture and reporting.	Customer Excellence	Employee Ownership
<b>Employee Safety Skills Training</b>	Implement targeted/required safety training for employees through the Workday platform, utilizing selected safety training software program (to be procured) to provide basic safety, environmental, and emergency management skills	Employee Ownership	Financial Success
<b>Leadership Safety Skills Training</b>	Implement leadership safety training for management to include behavioral safety engagements, basic safety, environmental, and emergency management skills	Employee Ownership	Community Value
<b>Safety Measurement</b>	Implement a plan to measure safety of customers and employees and track it with a metric	Employee Ownership	Customer Excellence
<b>Delays Caused by Safety Incidents</b>	Create a report to track service delays due to safety incidents; investigate to determine cause and apply appropriate mitigation strategies	Customer Excellence	Community Value

# Capital Program Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Infrastructure Maintenance</b>	Develop, expand and implement inspection protocols for facilities, parking structures, bridges, park and rides and stations across the district	Community Value	Customer Excellence
<b>Community Requests</b>	Develop a tracking mechanism for outside requests such as community requests, adjacent property, real property requests, etc.	Community Value	Customer Excellence
<b>Impacts to RTD Utility Infrastructure</b>	Reduce the number of utility impacts to RTD through the Underground Notification Center of Colorado, thereby reducing the impact to operations	Community Value	Customer Excellence
<b>Energy Usage within RTD's Operating Facilities</b>	Install a tracking system for energy consumption within the facilities and implement procedures and modifications to equipment and building automation system to reduce the consumption of power within the operating facilities	Community Value	Employee Ownership
<b>Customer Complaints</b>	Create a tracking system to track the number of facility cleanliness complaints received	Customer Excellence	–
<b>Delay to Pull Out due to Facilities Issues</b>	Increase the number of inspections as needed for doors, fuel systems, and power charging systems to minimize the disruption of pull outs	Customer Excellence	–
<b>Fixed Facilities Preventive Maintenance (PM)</b>	Utilize the PM program for preventive maintenance of facilities and to assist in completing the desired percentage of inspections	Employee Ownership	–
<b>Maintaining Driver Relief Kiosks</b>	Set up tracking systems for the entire agency to measure number of complaints as compared to maintenance/cleaning frequencies and response time to address the reported complaints	Employee Ownership	–
<b>Facility Environmental Management/Employee Workspace</b>	Operate robust Building Automation System (BAS) to track subcomponents and intercept failures before they happen	Employee Ownership	–
<b>Maintenance and Project Delivery</b>	Implement tracking systems to manage internal and external expectations of infrastructure needs, which will require prioritization of workload, evaluation of staffing, and potential prioritization of expenditures	Financial Success	–
<b>Utilities Budget Forecasting</b>	Implement a system-wide invoice and expenses tracking system to determine trends and predict future budgets	Financial Success	–

# Communications Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Public Relations</b>	Enhance the public's satisfaction with information and education about RTD	Community Value	Customer Excellence
<b>Diverse Outreach</b>	Enhance agency approach to reach diverse audiences.	Community Value	Customer Excellence
<b>Internal Communications</b>	Improve and upgrade communication between employees, within the department and between departments as well as with management	Employee Ownership	–
<b>Legislative Agenda</b>	Define legislative agenda and priorities	Financial Success	Employee Ownership
<b>Campaign Development</b>	Implement innovative campaigns that showcase the value and benefits of RTD to the community	Community Value	Customer Excellence
<b>RTD Brand</b>	Consistently represent the RTD brand and increase positive perception of RTD	Community Value	–
<b>Customer Service Mindset</b>	Provide opportunities to embody customer service in their individual roles	Customer Excellence	Employee Ownership
<b>Online Engagement</b>	Grow engagement on RTD's social media and web channels	Community Value	Customer Excellence
<b>Elected Officials Engagement</b>	Expand engagement with local, state, and federal officials and key stakeholders	Community Value	Financial Success
<b>Advertising Revenue</b>	Implement a plan to increase ad revenue by leveraging agency assets	Financial Success	–

# Finance Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Financial Reporting Improvement</b>	Implement user-friendly, easily accessible financial information that is relevant to communicating the value provided by RTD services	Financial Success	Community Value
<b>Adherence to Fiscal Policy</b>	Evaluate processes for adhering to fiscal and financial policies	Financial Success	Community Value
<b>Internal Collaboration Process Improvement</b>	Develop and implement processes to improve collaboration among internal team members; establish regular cadence of engagement and feedback	Employee Ownership	–
<b>Budget Alignment with Strategic Plan</b>	Develop a process for evaluating project budget requests based on the success outcomes defined in the strategic plan; evaluate processes for eliminating unused budget funding and better budgeting by period of budget needs	Financial Success	Employee Ownership
<b>Quarterly Budget Meetings</b>	Establish a quarterly cadence for budget review to include employees interacting directly with budgeting decisions to ensure that the right people are included in the decision-making process at an early stage	Financial Success	Employee Ownership
<b>Data Sharing and Reporting Process Refinement</b>	Evaluate existing data-sharing processes and policies and refine the system to increase efficiency; data automation to identify whether or not a data request is valuable	Employee Ownership	–
<b>Meetings that Matter</b>	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	–
<b>Expenditure Prioritization and ROI Review</b>	Implement a plan to perform an after-action review and return on investment review to support financial decisions; perform a comparative analysis among fare options	Financial Success	Community Value
<b>Grants Prioritization and Success Outcome Alignment</b>	Develop a mechanism to track grant utilization and ensure that it is intended for the projects for which the grant was secured	Financial Success	Employee Ownership
<b>Process Improvement, Documentation, and Training</b>	Create outlines of the steps necessary to complete internal tasks and processes	Customer Excellence	–
<b>Inter- and Cross-Departmental Communication</b>	Identify areas of weak interoperability; design and implement a shared inter-departmental communication system to ensure access to all required data, and collaboration across a project's timeline	Employee Ownership	–
<b>Improvement of Work Structure</b>	Identify new ways to improve how things are done and to implement innovation if necessary	Employee Ownership	Customer Excellence
<b>Cash Flow Efficiency</b>	Implement a plan for tracking and adjusting for cash flow efficiency	Financial Success	Community Value
<b>Management and Oversight of the AMS</b>	Design, implement, maintain and continually improve a functioning, effective, adequately resourced management system for all physical assets, based on plan-do-check-act principles; ensure the asset management system is operational while gathering evidence to show it is functioning, subject to third-party review and being continually improved	Community Value	Financial Success
<b>Asset Management Plan Development/Adherence</b>	Create and manage the asset management plan to provide a prioritized list of the agency's asset needs for annual budgeting and the mid-term financial plan	Community Value	Financial Success
<b>Risk Mitigation</b>	Analyze and identify potential risks to minimize impact to the district and the community	Employee Ownership	–
<b>Leadership Support of Asset Management System Implementation</b>	Measure leadership support of asset management system implementation by measuring leadership engagement/visits, coordination of activities, and adherence to management system processes and procedures.	Community Value	Financial Success



# General Counsel Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Existing Business Systems Evaluation</b>	Evaluate existing business systems to determine how the department can maximize efficiency and reduce risk	Customer Excellence	Financial Success
<b>Internal CORA Procedure</b>	Refine and implement internal CORA (CO Open Records Act) procedures	Community Value	–
<b>Cross-Training Programs</b>	Develop and refine cross-training and succession planning programs	Employee Ownership	–
<b>Targeted Organization Training</b>	Develop and conduct compliance training in partnership with other departments	Customer Excellence	Employee Ownership
<b>Light Duty Program</b>	Refine and implement Light Duty Program (in coordination with other departments to minimize lost time)	Financial Success	Employee Ownership
<b>Division ROT</b>	Develop and distribute division ROT (Redundant, Obsolete, and Trivial) reports and train records liaisons on new retention schedule	Customer Excellence	Employee Ownership
<b>Claims Resolution Plan</b>	Refine and implement internal property damage claims management and resolution procedures	Community Value	–

# Operations Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Data Collection, Analysis, and Distribution</b>	Develop a process to simplify or eliminate unnecessary work-related tasks by utilizing insights from data to improve the efficiency of processes in RTD	Customer Excellence	Financial Success
<b>Policy Review/Updating</b>	Introduce a new policy to assess whether a new project aligns with all success outcomes before being implemented	Employee Ownership	Financial Success
<b>Performance Feedback System</b>	Implement performance management systems to evaluate employee ownership and accountability	Employee Ownership	Customer Excellence
<b>Driving Financial Performance</b>	Implement new methods of objectively handling finances and to make data-driven decisions by formalizing processes	Financial Success	—
<b>Route Coverage</b>	Introduce re-planning of the routes to reduce frequency and service in low-performance areas	Customer Excellence	Community Value
<b>Prioritization of Projects and Establishment of Deadlines</b>	Limit unnecessary distractions by defining criteria for prioritization and implementing a system for workload management and deadline fulfillment across the organization	Employee Ownership	—
<b>Customer Experience Strategy</b>	Develop a customer experience strategy to focus on customer satisfaction and customer perception of RTD	Customer Excellence	—
<b>Retention Strategy Development</b>	Develop a plan to reduce employee attrition and to improve retention of high-performing employees	Employee Ownership	—
<b>Employee Development Strategy</b>	Develop an employee strategy with the IT team to create inventory systems and support integration with other departments to provide the tools for success at the workplace	Employee Ownership	—
<b>Communications System</b>	Create an agency communications system linking work to agency objectives	Employee Ownership	—
<b>New Hire Support</b>	Develop a plan to support employees on their first year of hiring and mentoring for new employees (This also ensures that department staffing levels remain within 85% of authorized budget levels)	Employee Ownership	—
<b>Financial Efficiency in Delivery</b>	Create a path towards financial efficiency in service delivery and partnerships through innovative ideas	Financial Success	—
<b>Meetings that Matter</b>	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	—
<b>Metric Development</b>	Create benchmark measurements regarding customer satisfaction as it relates to service delivery, safety, and cleanliness; create an internal standard for measures like on-time performance	Customer Excellence	—
<b>Route Management Program</b>	Refine and expand the Route Management Program (RMP)	Customer Excellence	Community Value
<b>Training Programs</b>	Continue to develop and refine training programs for supervisors and managers	Employee Ownership	—
<b>Supervisor Engagement Initiative</b>	Improve visibility of operations leaders and management at operating divisions	Employee Ownership	—



# Planning Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Partnerships for Plan Implementation</b>	Pursue partnership opportunities for implementation of RTD's plans, including Reimagine RTD, Bus Rapid Transit, First and Final Mile and FasTracks	Community Value	–
<b>Regional Mobility Planning Investment</b>	Invest in transit planning to reassert RTD's role as the leader in regional mobility	Community Value	Customer Excellence
<b>Re-Imagine Execution</b>	Develop prioritization tools to effectively communicate recommended actions with the Board of Directors, facilitating decision-making	Community Value	Customer Excellence
<b>Interdepartmental Collaboration</b>	Develop and implement interdepartmental communication practices that encourage efficient collaboration between Planning and Operations departments	Employee Ownership	–
<b>Meetings that Matter</b>	Implement a Meetings that Matter strategy to encourage an organizational culture focused on active and purposeful engagement in meetings	Employee Ownership	–
<b>Employee Feedback</b>	Improve visibility of employees and include their feedback in improving systems and letting them know of their success	Employee Ownership	–

# Security Tactics

Tactic	Description	Success Outcome 1	Success Outcome 2
<b>Data Collection of Response Times and Deployment Models</b>	Establish a Crime Data Analyst position to establish data regarding deployments and response times to better service the agency; measure security and Transit Police response times from Dispatch to arrival	Customer Excellence	Community Value
<b>Delays Caused by Security Incidents</b>	Create a report to track service delays due to security incidents; investigate to determine cause and apply appropriate mitigation strategies	Customer Excellence	Community Value
<b>Employee Feelings of Security</b>	Implement paid fare zones, increase law enforcement, add victim advocates, coordinate with peer law enforcement agencies, create problem area task force, and aim to address the operator assault/ threat violence issues	Employee Ownership	Community Value
<b>Public Outreach for Safety</b>	Conduct Public Safety and Outreach Program; have town hall meetings and continue with rail safety week programs and Operation Lifesaver; assess and implement peer review recommendations; and reclaim DUS Steering Committee recommendations to the extent practicable to include public safety and outreach program	Community Value	Customer Excellence
<b>Internal Staffing Levels</b>	Develop a phased-in approach to increase internal transit police staffing levels and reduce the number of contracted security officers	Employee Ownership	Customer Excellence
<b>Diversity Recruitment</b>	Implement diversity recruitment strategies to reflect the communities served	Community Value	Employee Ownership
<b>Diversity Training</b>	Increase diversity, equity, inclusion and belonging training to proactively increase the safety and confidence for customers and a the general public	Community Value	Employee Ownership
<b>RTD Transit Watch App</b>	Examine opportunities to expand the use of the RTD Transit Watch App	Customer Excellence	Community Value





# PERFORMANCE SCORECARD

Monitoring work progress is made possible with quarterly scorecards. Scorecards monitor performance at the organization and department levels. The scorecards outlined on the following pages have all been developed to measure performance in the areas of service and operations that matter most to the agency’s ability to achieve the established success outcomes.

NOTE: Performance metrics are subject to change during the duration of the plan.

Quarterly Performance Scorecard		RTD
STRATEGIC PRIORITY	SUCCESS OUTCOME	GOAL POINTS
<b>Community Value</b>	RTD strives to be a strong and valued community partner. These metrics monitor progress in this area.	<b>35</b>
<b>Customer Excellence</b>	RTD strives to consistently deliver high-quality customer service, and these performance metrics measure how well the agency is meeting customer expectations.	<b>25</b>
<b>Employee Ownership</b>	RTD seeks to attract and retain a highly skilled and engaged workforce. This set of performance metrics measure the level of employee engagement.	<b>25</b>
<b>Financial Success</b>	RTD takes very seriously the management of all financial resources. To that end, these metrics measure success with financial performance.	<b>15</b>
<b>TOTAL</b>		<b>100</b>

RTD QUARTERLY PERFORMANCE SCORECARD								RTD
Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points	
1 Community Value	Community Members Feel that RTD Provides Value	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	All	9	
	Community Impression of Safety on Vehicles	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they would feel safe while boarding and riding RTD vehicles	Community Survey	Safety	4	
	Community Impression of Security	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they feel secure while using RTD services	Community Survey	Security	4	
	Community Perception - Access to Service	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Civil Rights	4	
	Community Perception - Access to Employment	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that RTD serves employment centers	Community Survey	Human Resources	4	
	Supporting Community in Business - Community Perception	Increase	Establish Baseline and Increase by 3%	% of community who perceive RTD service as supporting community businesses	Community Survey	Civil Rights	3	
	Community Perception - Equity	Increase	Establish Baseline and Increase by 2%	% of community that agrees or strongly agrees that RTD is a diverse, equitable and inclusive community resource	Community Survey	Civil Rights	3	
	Community Online Engagement	Increase	Establish Baseline and Increase by 5%	Engagement on social media posts and traffic to website and social profiles	Website Data	Communications	2	
	Community Hiring	Increase	Establish Baseline and Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Performance Data	Human Resources	2	
<b>35</b>								
3 Customer Excellence	Net Promoter Score	Increase	Establish Baseline and Increase by 5%	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend RTD, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	All	8	
	On-time Performance	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that service is on time	Customer Survey	Operations	3	
	Customer Satisfaction	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that they are satisfied with RTD	Customer Survey	All	3	
	Customer Impression of Safety and Security	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel safe and secure when using RTD services	Customer Survey	Safety	3	
	Ridership	Increase	14M	Number of passenger boardings per quarter	Ridership Data	Operations	2	
	System Reliability	Decrease	Establish Baseline and decrease by x%	Mean distance between service interruptions or breakdowns	Performance Data	Operations	2	
	Efficiency in Distribution of Information	Increase	Establish Baseline and Increase by 2%	% of customers who agree that they were informed about RTD's services	Customer Survey	Communications	2	
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1	
	Customer Prioritized Metric TBD	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1	
<b>25</b>								
5 Employee Ownership	Employee Net Promoter Score	Increase	60%	% of promoters minus % of detractors willing to recommend RTD as a place to work	Employee Survey	Human Resources	8	
	Employees Agree that Their Supervisor is Invested in Their Growth and Success	Increase	70%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	Human Resources	3	
	Employees Understand Vision and Direction	Increase	70%	% of employees that agree or strongly agree that they understand the vision and direction of RTD	Employee Survey	Human Resources	3	
	Employees Understand How Performance Linked to Organization Success	Increase	Establish Baseline and Increase by 5%	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Human Resources	3	
	Leadership Engagement	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that the leadership team is actively engaged in making decisions	Employee Survey	Human Resources	7	
	% Found Training Valuable	Increase	Establish Baseline and Increase by 3%	% of employees that agree or strongly agree that they found training to be valuable and useful	Employee Survey	Human Resources	2	
	Work Environment	Increase	Establish Baseline and Increase by 2%	% of employees believe that RTD has an organized and professional work environment	Employee Survey	Human Resources	15	
	Employee Retention	Target	Establish Baseline and Increase by 2%	% of high performing employees retained	Performance Data	Human Resources	15	
	Pathways to Career Development	Target	70%	% of employees who agree or strongly agree that RTD provides them the tools to grow in their career	Employee Survey	Human Resources	1	
<b>25</b>								
7 Financial Success	Community Perception of Financial Stewardship	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD manages financial resources well	Community Survey	Finance	4	
	Variance from Adopted Budget	Target	10%	% above or below adopted budget	Financial Data	Finance	3	
	Operating Cost per Hour	Decrease	Establish Baseline and Decrease by 1%	Operating cost per revenue hour	Financial Data	Finance	3	
	Cash Flow/ Unrestricted Reserve	Increase	Improve by \$5 Million Per Quarter	Increase the unrestricted reserve to maintain at least three months of operating expenses	Financial Data	Finance	2	
	Expenditures to Outcomes	Target	95%	% of expenditures aligned with adopted budget and outcomes	Financial Data	Finance	2	
	Additional Sources of Funding	Increase	Increase by \$1 Million	Dollar value increase in revenue generated from non-subsidy sources	Financial Data	Finance	1	
<b>15</b>								
<b>Overall Total</b>							<b>100</b>	

# HOW TO READ THE SCORECARDS

- This column represents the four Success Outcomes identified by RTD for correlation to the organization's overall success.
- The Metric column introduces the performance metrics that most effectively gauge RTD's performance in areas of service and operations that most closely align with strategic success.
- The Objective and Performance Goal columns denote how well RTD is performing to excel toward achieving each Success Outcome.
- Each metric has a clear definition.
- Information systems must be in place to measure each metric.
- Each metric has an Owner who is responsible for reporting on the metric results.
- Each Success Outcome area is weighted and rolls up to a 100 point overall score with metrics prioritized for each area.

## RTD QUARTERLY PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Community Members Feel that RTD Provides Value</b>	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	All	9
	<b>Community Impression of Safety on Vehicles</b>	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they would feel safe while boarding and riding RTD vehicles	Community Survey	Administration	4
	<b>Community Impression of Security</b>	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that they feel secure while using RTD services	Community Survey	Security	4
	<b>Community Perception - Access to Service</b>	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	Administration	4
	<b>Community Perception - Access to Employment</b>	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that RTD serves employment centers	Community Survey	Administration	4
	<b>Supporting Community in Business - Community Perception</b>	Increase	Establish Baseline and Increase by 3%	% of community who perceive RTD service as supporting community businesses	Community Survey	Administration	3
	<b>Community Perception of Equity</b>	Increase	Establish Baseline and Increase by 2%	% of community that agrees or strongly agrees that RTD is a diverse, equitable and inclusive community resource	Community Survey	Administration	3
	<b>Community Online Engagement</b>	Increase	Establish Baseline and Increase by 5%	Engagement on social media posts and traffic to website and social profiles	Website Data	Communications	2
	<b>Community Hiring</b>	Increase	Establish Baseline and Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Performance Data	Administration	2
							<b>35</b>
Customer Excellence	<b>Net Promoter Score</b>	Increase	Establish Baseline and Increase by 5%	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend RTD, Promoters are 9-10 and Detractors are 0-6.	Customer Survey	All	8
	<b>On-time Performance</b>	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that service is on time	Customer Survey	Operations	3
	<b>Customer Satisfaction</b>	Increase	Establish Baseline and Increase by 2%	% of customers who agree or strongly agree that they are satisfied with RTD	Customer Survey	All	3
	<b>Customer Impression of Safety and Security</b>	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel safe and secure when using RTD services	Customer Survey	Administration	3
	<b>Ridership</b>	Increase	14M	Number of passenger boardings per quarter	Ridership Data	Operations	2
	<b>System Reliability</b>	Decrease	Establish Baseline and decrease by x%	Mean distance between service interruptions or breakdowns	Performance Data	Operations	2
	<b>Efficiency in Distribution of Information</b>	Increase	Establish Baseline and Increase by 2%	% of customers who agree that they were informed about RTD's services	Customer Survey	Communications	2
	<b>Customer Prioritized Metric TBD</b>	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
	<b>Customer Prioritized Metric TBD</b>	TBD	TBD	Customer experience factor TBD after completion of customer survey	Customer Survey	TBD	1
							<b>25</b>

## RTD QUARTERLY PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	<b>Employee Net Promoter Score</b>	Increase	60%	% of promoters minus % of detractors willing to recommend RTD as a place to work	Employee Survey	Human Resources	8
	<b>Employees Agree that Their Supervisor is Invested in Their Growth and Success</b>	Increase	70%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success	Employee Survey	Human Resources	3
	<b>Employees Understand Vision and Direction</b>	Increase	70%	% of employees that agree or strongly agree that they understand the vision and direction of RTD	Employee Survey	Human Resources	3
	<b>Employees Understand How Performance Linked to Organization Success</b>	Increase	Establish Baseline and Increase by 5%	% of employees that agree or strongly agree that they understand how their performance contributes to organizational success	Employee Survey	Human Resources	3
	<b>Leadership Engagement</b>	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that the leadership team is actively engaged in making decisions	Employee Survey	Human Resources	2
	<b>% Found Training Valuable</b>	Increase	Establish Baseline and Increase by 3%	% of employees that agree or strongly agree that they found training to be valuable and useful	Employee Survey	Human Resources	2
	<b>Work Environment</b>	Increase	Establish Baseline and Increase by 2%	% of employees believe that RTD has an organized and professional work environment	Employee Survey	Human Resources	1.5
	<b>Employee Retention</b>	Target	Establish Baseline and Increase by 2%	% of high performing employees retained	Performance Data	Human Resources	1.5
	<b>Pathways to Career Development</b>	Target	70%	% of employees who agree or strongly agree that RTD provides them the tools to grow in their career	Employee Survey	Human Resources	1
							25
Financial Success	<b>Community Perception of Financial Stewardship</b>	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD manages financial resources well	Community Survey	Finance	4
	<b>Variance from Adopted Budget</b>	Target	10%	% above or below adopted budget	Financial Data	Finance	3
	<b>Operating Cost per Hour</b>	Decrease	Establish Baseline and Decrease by 1%	Operating cost per revenue hour	Financial Data	Finance	3
	<b>Cash Flow/Unrestricted Reserve</b>	Increase	Improve by \$5 Million Per Quarter	Increase the unrestricted reserve to maintain at least three months of operating expenses	Financial Data	Finance	2
	<b>Expenditures to Outcomes</b>	Target	95%	% of expenditures aligned with adopted budget and outcomes	Financial Data	Finance	2
	<b>Additional Sources of Funding</b>	Increase	Increase by \$1 Million	Dollar value increase in revenue generated from non-subsidy sources	Financial Data	Finance	1
							15
<b>Overall Total</b>							<b>100</b>

## ADMINISTRATION PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Small, Minority, Women and Disadvantaged Business Community Feel that RTD Provides Value</b>	Increase	Establish Baseline and Increase by 1%	% of small, minority, women and disadvantaged business community and the organizations that represent these businesses who agree or strongly agree that RTD provides value to the community	Community Survey	Small Business Office Manager	4
	<b>Career Site Rating</b>	Increase	Establish Baseline and Target Increase by 3%	% of community that agrees or strongly agrees that RTD's career site is of value and easy to navigate	Community Survey	Staffing and Recruiting Manager	3
	<b>Community Hiring</b>	Increase	Establish Baseline and Increase by 1%	% of RTD employees hired from the community rated highly effective by their supervisor	Performance Data	Staffing and Recruiting Manager	4
	<b>Community Perception – Access to Service</b>	Increase	Establish Baseline and Increase by 1%	% of community that agrees or strongly agrees that service is accessible	Community Survey	ADA Manager	3
	<b>Community Perception – Equity</b>	Increase	Establish Baseline and Increase by 2%	% of Title VI-protected population (minority, low-income and non-English speakers) who agree or strongly agree that RTD provides value to the community	Community Survey	Transit Equity Manager	3
	<b>Community Perception – Language Services Accessibility</b>	Increase	Establish Baseline and Increase by 3%	% of Limited English Proficiency populations who feel that RTD's Language Assistance services are useful or very useful	Community Survey	Transit Equity Manager	3
	<b>Community Perception – RTD's Commitment to Accessibility</b>	Increase	Establish Baseline and Increase by 3%	% of people with disabilities who use RTD services who agree or strongly agree that RTD provides value to the community	Community Survey	ADA Manager	4
	<b>Community Members Feel that RTD Provides Value</b>	Increase	Establish Baseline and Increase by 2%	% of community members who agree or strongly agree that RTD provides value to the community	Community Survey	Information Technology Senior Manager	2
	<b>Community Online Engagement</b>	Increase	Establish Baseline and Increase by 2%	% of customers engaged on social media posts and traffic to websites and social profiles	Website Data	Information Technology Senior Manager	2
	<b>Management Systems Compliance (Safety Management Systems and System Security Plan)</b>	Target	Establish Processes to Measure Compliance/ Exceptions	Departments/divisions adhering to all management systems processes and policies	SMS, SSP tracking systems	Safety and Environmental Compliance Senior Manager/ Safety, Security and Compliance Senior Manager	4
							32



## ADMINISTRATION PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Customer Excellence	<b>Internal Customer Satisfaction – IT</b>	Increase	Establish Baseline and Increase by 3%	% of RTD employees satisfied with RTD's IT services	Employee Survey	Information Technology Senior Manager	3
	<b>Internal Customer Satisfaction – Civil Rights</b>	Increase	Establish Baseline and Increase by 3%	% of RTD employees satisfied with RTD's Civil Rights services	Employee Survey	Civil Rights Division Director	3
	<b>Internal Customer Satisfaction – Contracting and Procurement</b>	Increase	Establish Baseline and Increase by 3%	% of RTD employees satisfied with RTD's Contracting and Procurement services	Employee Survey	Contracts and Procurement Director	3
	<b>Internal Customer Satisfaction – HR</b>	Increase	Establish Baseline and Increase by 3%	% of RTD employees satisfied with RTD's HR services	Employee Survey	Human Resources Director	3
	<b>Customer Experience – HR</b>	Increase	Establish Baseline and Increase by 2%	% of candidates with a positive experience of the hiring process	HR Survey	Human Resources Director	2
	<b>Customer Experience – IT</b>	Increase	Establish Baseline and Increase by 2%	% of customers with a positive experience of RTD technology	Customer Survey	Information Technology Senior Manager	2
	<b>Departmental Training</b>	Increase	Establish Baseline and Increase by 2%	% of employee departmental training completion	Employee Data	Human Resources Director	2
	<b>Cybersecurity Risk Assessments</b>	Increase	Establish baseline and increase by 6 (quarterly)	# of Cybersecurity risks identified, analyzed, managed, and reported	ServiceNow GRC	Cybersecurity Director	2
	<b>Cybersecurity Capability and Maturity</b>	Increase	Establish baseline and increase by .5 annually	Capability Maturity Score of cybersecurity as defined by the NIST Cybersecurity Framework	External Assessment	Cybersecurity Director	3
	<b>Efficiency in Distribution of Information</b>	Increase	Establish Baseline and Increase by 2%	% of customers who agree that they are well informed about RTD's services	Customer Survey	Information Technology Senior Manager	2
	<b>Equitable Distribution of Services and Resources Across the RTD System</b>	Increase	Establish Baseline and Increase by 3%	All minority and/or low-income lines exceed, are equal to, or within 20% average of non-minority and/or non-low-income lines on all 6 measures: 1. revenue hours, 2. vehicle loads, 3. on-time performance, 4. service availability, 5. vehicle assignment and 6. stops and amenities	Equity Analysis	Transit Equity Manager	2
	<b>Investigation Data</b>	Increase	Establish Baseline and Increase by 2%	% of managers who believe that investigation data and information provided by the division is useful and of high quality	Manager Survey	EEO Manager	2
	<b>Customer Impression – Safety</b>	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel safe when riding RTD vehicles	Customer Survey	Safety and Environmental Compliance Senior Manager/ Safety, Security and Compliance Senior Manager	3

## ADMINISTRATION PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	<b>Leadership Engagement</b>	Increase	Establish Baseline and Increase by 5%	% of managers conducting start-stop-continue analysis	Employee Survey	Human Resources Director	3
	<b>Employee Engagement</b>	Increase	Establish Baseline and Increase by 5%	% of employees who agree that their supervisors conduct a quarterly start-stop-continue analysis	Employee Survey	Human Resources Director	3
	<b>Compliance with Title VI Program</b>	Target	Establish Baseline and Maintain or Increase by 5%	95% of employees complete Title VI training	Employee Data	Transit Equity Manager	3
	<b>Diversity of Applicant Pool</b>	Increase	Establish Baseline and Increase by 3%	% of minority and/or female applicants for employment vacancies	Employee Data	EEO Manager, Human Resources Director	3
	<b>Employees Agree that their Supervisor is Invested in their Growth and Success</b>	Increase	Establish Baseline and Increase by 2%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success and treats them respectfully	Employee Survey	Information Technology Senior Manager	2
	<b>Work Environment</b>	Increase	Establish Baseline and Increase by 2%	% of employees who agree or strongly agree that RTD has an organized and professional work environment	Employee Survey	Chief Administrative Officer	2
	<b>Core Departmental Training</b>	Increase	Establish Baseline and Increase by 3%	% of employees who find training valuable for professional growth	Employee Survey	Human Resources Director	2
	<b>Voluntary Turnover Rate</b>	Decrease	Establish Baseline and Decrease by 2%	% of employees who left RTD during the fiscal year	Employee Data	Human Resources Director	1
	<b>Employee Perception – Safety</b>	Increase	Establish Baseline and Increase by x%	% of employees who agree or strongly agree that RTD provides them a safe working environment	Employee Survey	Safety and Environmental Compliance Senior Manager/ Safety, Security and Compliance Senior Manager	4
	<b>Safety Skills Training via Workday Safety Software</b>	Increase	Workday - All Employees Trained in Required Topics	Number of hours spent training employees in required safety, environmental and emergency management skills	Life Safety	Safety and Environmental Compliance Senior Manager	4
<b>Safety Leadership Skills Training</b>	Target	Establish Tracking Mechanisms/ Requirements	Number of hours leaders spend in training and employee engagement	Performance Data	Safety and Environmental Compliance Senior Manager	4	
							31
Financial Success	<b>Variance From Adopted Budget</b>	Decrease	Stay within 10% of Budget (Above or Below Adopted Budget)	% within budget (above or below adopted budget)	Financial Data	Chief Administrative Officer	2
	<b>Average Performance Appraisal Rating</b>	Target	Establish Baseline and Increase by 1%	Average % of all non-represented performance rating	Financial Data	Human Resources Director	2
	<b>Inventory Management</b>	Decrease	Establish Baseline and Decrease by x%	% of parts not available in inventory when requested	Procurement Data	Materials Handling and Purchasing Manager	1
							5
<b>Overall Total</b>							<b>100</b>

## CAPITAL PROGRAMS PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Energy Usage within RTD's Operating Facilities</b>	Decrease	Establish Baseline and Decrease by 5%	Consumption of power (in kilowatt per hour) within the operating facilities	Data Management Program TBD	Facilities Maintenance, Operating Facilities Manager	15
	<b>Impacts to RTD Utility Infrastructure</b>	Target	2 Business Days	Accurate response to 90% of 811 requests within two business days, reducing the impact to operations (outages) and customers	WebTMS	Capital Programs Assistant General Manager	9
	<b>Community Requests</b>	Target	3 Business Days	Response time to outside requests such as community requests, adjacent property, real property requests, etc.	TBD Tracking and Baseline System	Information Technology	6
	<b>Infrastructure Maintenance</b>	Decrease	Establish Baseline and Reduce by 1%	Total cost of ownership (claims, repairs, replace, maintenance, etc.) and community complaints	TBD	Capital Programs Assistant General Manager	5
							35
Customer Excellence	<b>Customer Complaints</b>	Decrease	Reduce Complaints by 5%	Number of complaints received about facility cleanliness, graffiti removal, etc. as compared to frequencies of cleaning and graffiti removal	Performance Data	Construction Senior Manager	15
	<b>Delay to Pull Out Due to Facilities Issues</b>	Decrease	Less than 6% of all Pull Out Delays	Pull out delays due to facility issues	Performance Data	Facilities Maintenance, Operating Facilities Manager	10
							25
Employee Ownership	<b>Facility Environmental Management/ Employee Workspace</b>	Decrease	Reduce by 5%	Reduction of reactive maintenance as compared to preventive maintenance	BAS System	Facilities Maintenance, Operating Facilities Manager	12
	<b>Maintaining Driver Relief Kiosks</b>	Decrease	No More than 5% Complaints When Compared with the Maintenance Frequencies	Number of complaints as compared to maintenance/ cleaning frequencies and response time to address the reported complaints	HR Data	Construction Senior Manager	8
	<b>Fixed Facilities Preventive Maintenance (PM)</b>	Target	80% of PM Inspections as Scheduled and 95% of the PM Inspections on an Annual Basis	Compliance of PM inspections on an annual basis	TBD	Facilities Maintenance, Operating Facilities Manager	5
							25
Financial Success	<b>Utilities Budget Forecasting</b>	Target	Remain within Budget	Compliance with forecasted budget	TBD	Capital Programs Assistant General Manager	10
	<b>Maintenance and Project Delivery</b>	Target	90%	Project compliance within the approved budgets	TBD	Capital Programs Assistant General Manager	5
							15
<b>Overall Total</b>							<b>100</b>

## COMMUNICATIONS PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Positive RTD Brand Perception</b>	Increase	Increase to 50%	% of community that has a positive or somewhat positive perception of RTD	Community Survey	Marketing Senior Manager	7
	<b>Diversity in Outreach</b>	Target	20	New/renewed relationships with diverse groups to target for outreach	Divisional Data	Community Engagement Manager	6
	<b>Key Stakeholder Engagement</b>	Increase	Establish Baseline and Increase by 5%	Key stakeholders who find value in engagement with RTD	Stakeholder Survey	Government Relations Officer	6
	<b>Effectiveness of Campaigns</b>	Increase	Increase to 60%	% of campaigns meeting the goals of the campaign	Digital Analytics	Marketing Communications Manager	5
	<b>Community Engagement</b>	Increase	Establish Baseline and Increase by 5%	Proactive community presentations/meetings	Divisional Data	Community Engagement Manager	4
	<b>Growth in RTD's Reach</b>	Target	20	Number of third-party agencies sharing information about RTD	Key Communicators Survey	Media Relations and Public Affairs Manager	4
							32
Customer Excellence	<b>Courteous Customer Service</b>	Increase	Increase to 60%	% of customers who agree or strongly agree that their customer service needs were handled courteously	Customer Survey	Customer Care Senior Manager	7
	<b>Social Media Engagement</b>	Increase	Increase to 60%	% of customers who agree or strongly agree that RTD's social media content is useful	Customer Survey	Customer Care Senior Manager, Digital Communications Manager	6
	<b>Customer Satisfaction with Service Communications</b>	Increase	Increase to 60%	% of customers satisfied with the quality of RTD service and schedule information	Customer Survey	Customer Care Senior Manager	5
	<b>Positive News Stories</b>	Increase	Increase to 60%	% of news stories or articles that present RTD in a neutral or positive tone	Media Clips Data	Public Relations and Engagement Senior Manager, Media Relations and Public Affairs Manager	5
	<b>Customer Research</b>	Increase	Establish Baseline and Increase by 5%	Customer feedback received through targeted/geofencing research	Customer Feedback	Senior Market Research Analyst	3
	<b>Website Visitors</b>	Increase	Establish Baseline and Increase by 5%	Customers who visit the RTD website in a two-month period compared to the previous 12 months	Web Analytics	Digital Communications Manager	3
	<b>Mobile Ticketing Use</b>	Increase	Establish Baseline and Increase 20%	Use of mobile ticketing app	App Analytics	Market Development Manager, Customer Care Senior Manager	2
							31

## COMMUNICATIONS PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	<b>Understand Vision and Direction of RTD</b>	Increase	Increase to 70%	% of department employees that agree or strongly agree that they understand RTD's vision and direction	Employee Survey	Communications Assistant General Manager	10
	<b>Customer Service Training</b>	Increase	Increase to 70%	% of employees who find value in customer service training	Training Data	Customer Care Senior Manager	6
	<b>Effectiveness of Internal Communication</b>	Increase	Increase to 60%	% of employees who agree or strongly agree that they are adequately informed about agency developments	Employee Survey	Communications Assistant General Manager	6
							22
Financial Success	<b>Budget Adherence</b>	Target	85%	Department functions delivered within budget	Financial Data	Communications Assistant General Manager	4
	<b>Legislative Agenda</b>	Increase	Increase to 60%	% of legislative program goals achieved	Financial Data	Government Relations Officer	4
	<b>EcoPass Sales</b>	Increase	Increase to 60%	% of pre-COVID Eco Pass sales restored	Financial Data	Market Development Manager	4
	<b>Grow System Advertising Revenue</b>	Increase	Establish Baseline and Increase by 5%	Ad revenue by leveraging agency assets	Financial Data	Project and Contract Manager	3
							15
<b>Overall Total</b>							<b>100</b>

## FINANCE PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Community Perception – RTD as Good Financial Stewards</b>	Increase	Establish Baseline and Increase by 10%	% of community that agrees or strongly agrees that RTD is a good financial steward of public funds	Community Survey	Chief Financial Officer	10
	<b>Community Perception – Financial Information</b>	Increase	Establish Baseline and Increase by 10%	% of community who agree or strongly agree that RTD's financial information is understandable and transparent	Community Survey	Chief Financial Officer	5
	<b>Reporting of RTD Funding Uses and Ancillary Community Value Received</b>	Increase	Establish Baseline and Increase by 5%	% of community that agrees or strongly agrees that the community's investment in transit provides financial and other value	Community Survey	Chief Financial Officer	6
	<b>Management Systems Compliance (Asset Management Systems)</b>	Target	Establish Processes to Measure Compliance/ Exceptions	Departments/divisions adhering to all management systems processes and policies	AMS tracking systems	Asset Management Senior Manager	8
							29
Customer Excellence	<b>Payroll, Accounts Receivable and Accounts Payable Accuracy and Timeliness</b>	Target	Establish Baseline and Increase by 2%	Accurate, complete and timely response to employee payroll questions, rapidity of collections and timeliness of payments by eliminating unpaid invoices over 60 days and minimizing unpaid invoices between 30-60 days	System Data	Accounting Senior Manager	10
	<b>Public Financial Information: Open/ Click Rate</b>	Increase	Establish Baseline and Increase by 5%	% of users who visit financial information on the website out of the total number of users	Website Data	Chief Financial Officer	5
	<b>Internal Financial Information and Support</b>	Increase	Establish Baseline and Increase by 5%	% of employees satisfied with RTD's financial services	Employee/Board Survey	Accounting Senior Manager	5
	<b>Fare Equipment and Fare Media Availability</b>	Target	Establish Baseline and Increase by 2%	% fare equipment and media available with lowest necessary excess capacity	System Data	Treasury Senior Manager	5
							25
Employee Ownership	<b>Accountability for Budgets and Variances</b>	Increase	Reduce Actual to Budget Variance by \$20 Million	% accuracy in meeting requested budget funding and low actual to budget variances	Financial Data	Budget Senior Manager	15
	<b>Efficiency of Cash Fare Collections</b>	Target	Decrease Number of Days by 5%	Time between collection and deposit and collection tracking of contractors	System and Financial Data	Treasury Senior Manager	4
							19

## FINANCE PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Financial Success	<b>Budget and Forecast Accuracy and Cash Flow Scheduling</b>	Decrease	Increase Fund Balances by \$30 Million	% maintained of required fund balances	System and Financial Data	Chief Financial Officer	5
	<b>Fiscal Policy Target Adherence</b>	Target	Establish Baseline Increase by 2%	Miscellaneous and ancillary revenues for return on investment	System and Financial Data	Revenue Senior Manager	2
	<b>Dependence on Debt and Obligations</b>	Decrease	Establish Baseline and Improve by 1%	Overall cost of assets by cash funding	Financial Data	Debt and Investments Senior Manager	3
	<b>Grant Utilization</b>	Increase	Reduce Reallocation of Grant Funds by 20%	% of grants dedicated for intended projects and rapidity of draw-downs and close-outs	Financial Data	Grants Manager	3
	<b>Capital Expenditure Carry-forward Reduction - Number of Projects and % Value</b>	Decrease	Establish Baseline and Decrease by 5%	Number and % value of projects not completed for evaluation of continuation	Financial Data	Grants Manager	4
	<b>Return on Investment of Fare Collections</b>	Decrease	Establish Baseline and Decrease by 5%	% of total fare revenue spent on fare collection	Financial Data	Revenue Senior Manager	2
	<b>Asset Management Plan (AMP)</b>	Target	100%	Prioritization of maintenance and renewal funding determined by Asset Management Working Group, and prioritized list of assets submitted to the midterm financial plan development process	Financial Data	Asset Management Senior Manager	8
							27
<b>Overall Total</b>							<b>100</b>



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## GENERAL COUNSEL PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Community Perception of Fair and Timely Resolution of Property Damage Claims</b>	Increase	Establish Baseline and Increase by 5%	% claimants that agree property damage claim was fairly and timely resolved	Divisional Data	Risk Senior Manager	20
	<b>Community Perception of Open Records Act Compliance and Transparency</b>	Increase	Establish Baseline and Increase by 5%	% satisfaction with responsiveness to Colorado Open Records Act requests	Divisional Data	Information Governance and Management Senior Manager	15
							<b>35</b>
Customer Excellence	<b>Effective Information Governance and Records Management</b>	Decrease	Establish Baseline Decrease by 5% Each Quarter	% decrease in ROT (Redundant, Obsolete, and Trivial) hard copy and electronic records	Divisional Data	Information Governance and Management Senior Manager	10
	<b>Legal Matter Management Efficiency</b>	Increase	Establish Baseline and Increase by 5%	% increase in efficiency in legal matter management	Divisional Data	Deputy General Counsel	8
	<b>Internal Customer Satisfaction</b>	Target	95%	% of employees satisfied with General Counsel Department services	Employee Survey	Division Heads	7
							<b>25</b>
Employee Ownership	<b>Professional Growth</b>	Increase	Establish Baseline and Increase by 5%	% of employees that agree and strongly agree they have adequate tools and support to optimize their individual and team success	Employee Survey	Division Heads	10
	<b>Leadership Support</b>	Increase	Establish Baseline and Increase by 5%	% of employees who agree or strongly agree that their supervisor is invested in their growth and success and treats them respectfully.	Employee Survey	Division Heads	8
	<b>Understanding of Role in Organizational Success</b>	Increase	Establish Baseline and Increase by 5%	% of employees who understand how their individual performance contributes to RTD's success	Employee Survey	Division Heads	7
							<b>25</b>
Financial Success	<b>Compliance with Legal and Contractual Obligations</b>	Increase	Establish Baseline and Increase by 5%	% of employees who found compliance training valuable	Financial Data	Deputy General Counsel	10
	<b>Workers' Compensation Claim Cost</b>	Decrease	Decrease On the Job Injuries Average Indemnity Benefits Paid Per Claim by 5% Annually	Workers' Compensation Experience Modification Rate	Divisional Data	Risk Management Division	5
							<b>15</b>
<b>Overall Total</b>							<b>100</b>

## OPERATIONS PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Service Coverage</b>	Increase	Establish Baseline and Increase by 1%	% of service population within 3/4 mile of transit	Community	Service Development Senior Manager	7
							7
Customer Excellence	<b>System-Wide On-Time Performance (OTP)</b>	Increase	Establish Baseline and Increase by 2%	% of services that arrive within current prescribed OTP metrics for each mode	System Data	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	15
	<b>Vehicle Accidents</b>	Decrease	Establish Baseline and Decrease by x%	Preventable vehicle accidents system-wide per 100,000 revenue miles	SMS	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	15
	<b>Service Availability</b>	Target	98%	% of actual service operated compared to scheduled service	System Data	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	15
	<b>Lost Service</b>	Decrease	Establish Baseline and Decrease by x%	Miles between road calls/mechanical (including Maintenance of Way) failures	System Data	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	15
	<b>Customer Comments Registered Through Call Center</b>	Decrease	Establish Baseline and Decrease by 2%	Negative customer comments per 100,000 boardings system wide	Call Center Data	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	10
							70

## OPERATIONS PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	<b>On-the-Job Injuries</b>	Decrease	Establish Baseline and Decrease by 5%	Lost time associated with on-the-job injuries	SMS	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	9
	<b>Annual Turnover Rate</b>	Decrease	Establish Baseline and Decrease by 3%	Employee turnover rate	HR Data	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	8
							17
Financial Success	<b>Operating Cost</b>	Decrease	Establish Baseline and Decrease by 1%	Marginal operating cost per platform hour	Financial Data	Rail Operations Assistant General Manager, Bus Operations Assistant General Manager	6
							6
<b>Overall Total</b>							<b>100</b>

## PLANNING PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	Relationship with Governments (e.g. Colorado Department of Transportation, Federal Transit Administration, Denver Regional Council of Governments, Local Jurisdictions)	Increase	Establish Baseline and Increase by 5%	% of government staff who find value in RTD's engagement approach	Local Government Survey	Planning Assistant General Manager	5
	Stakeholder Engagement (e.g., with transportation management associations, transportation management organizations, non-governmental organizations, community-based organizations)	Increase	Establish Baseline and Increase by 5%	Number of stakeholders with whom department staff have regular and meaningful interactions	Stakeholder Survey	Planning Assistant General Manager, Transit Oriented Communities Senior Manager	5
	Community Perception – Trust	Increase	Establish Baseline and Increase by 5%	% of community who agree or strongly agree that RTD is trustworthy	Community Survey	Planning Assistant General Manager	3
							13
Customer Excellence	KPI Compliance	Target	80%	% Key Performance Indicator compliance by Planning Department (yellow or green)	Divisional Data	Planning Assistant General Manager	30
	Re-Imagine RTD: Completion	Target	75%	% of Re-Imagine RTD initiatives that are on schedule and on budget and schedule	Divisional Data	Planning Technical Services Senior Manager	20
	NEPA Compliance	Target	95%	% NEPA compliance by Planning Department	Divisional Data	Planning Project Manager II	6
	Triennial Compliance	Target	100%	% Triennial compliance by Planning Department	Divisional Data	Planning Project Manager II	6
							62

## PLANNING PERFORMANCE SCORECARD [continued]



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Employee Ownership	<b>Intra-Department Communication</b>	Increase	Establish Baseline and Increase by 10%	% of employees who agree or strongly agree that there is effective and efficient intradepartmental communication	Employee Survey	Transit Oriented Communities Senior Manager, Planning Technical Services Senior Manager	8
	<b>Employee Engagement Index</b>	Increase	44	Number of conferences and other networking events attended, or papers published	Departmental Data	Planning Assistant General Manager	4
							12
Financial Success	<b>Competitive Grants</b>	Target	4	Number of grant applications submitted annually	Departmental Data	Transit Oriented Communities Senior Manager	5
	<b>Grants Management</b>	Target	2	Number of successful grant applications	Departmental Data	Transit Oriented Communities Senior Manager	5
	<b>Transit-Oriented Development and Joint Development on RTD-Owned Land</b>	Increase	>\$0 or >0 customers	Revenue and/or ridership generated from transit-oriented development and joint development on RTD-owned land	Financial Data and Ridership Data	Transit Oriented Development Manager	3
							13
<b>Overall Total</b>							<b>100</b>

## SECURITY PERFORMANCE SCORECARD



Success Outcome	Metric	Objective	Performance Goal	Definition	Information System	Owner	Goal Points
Community Value	<b>Community Impression – Security</b>	Increase	Establish Baseline and Increase by x%	% of community members who agree or strongly agree that they would feel safe while using RTD services	Community Survey	Chief of Police and Emergency Management	10
	<b>Criminal Incidents</b>	Decrease	Establish Baseline and Decrease by x%	Decrease the number of criminal incidents	System Data	Chief of Police and Emergency Management	10
	<b>Transit Watch App Usage</b>	Increase	2021 Baseline and Increase by 10%	% of subscribers to the Transit Watch App	App Data	Deputy Chief of Police	10
	<b>Diversity Recruitment</b>	Increase	Establish Baseline and Increase by x%	% of minority and/or female applicants for employment vacancies	System Data	Chief of Police and Emergency Management	10
	<b>Diversity Training</b>	Increase	Establish Baseline and Increase by 3%	% of employees who find diversity training valuable	System Data	Lieutenant Administration	10
							50
Customer Excellence	<b>Customer Impression – Security</b>	Increase	Establish Baseline and Increase by x%	% of customers who agree or strongly agree that they feel secure when riding RTD buses	Customer Survey	Chief of Police and Emergency Management	10
	<b>System Reliability</b>	Decrease	Establish Baseline and Decrease by x%	Number of delays caused by safety/security incidents	System Data	Deputy Chief of Police	5
	<b>Customer Service Complaints</b>	Decrease	Establish Baseline and Decrease by x%	Decrease in the number of customer service complaints received related to security issues	Call Center Data	Deputy Chief of Police	10
							25
Employee Ownership	<b>Employee Perception – Security</b>	Increase	Establish Baseline and Increase by x%	% of employees who agree or strongly agree that RTD provides them a safe and secure working environment	Employee Survey	Chief of Police and Emergency Management	10
							10
Financial Success	<b>Budget Adherence</b>	Target	100% Compliance	Department functions delivered within budget	Financial Data	Budget Senior Manager	15
							15
Overall Total							100





## CONCLUSION

The 2021-2026 Strategic Plan is a blueprint for organizational excellence. The General Manager and the Executive Leaders in concert with the Board of Directors established four strategic priorities – Community Value; Customer Excellence; Employee Ownership; and Financial Success – that serve as the functional pillars to plan, develop, evaluate, and measure RTD’s overall performance.





Simply put, the plan details the following:

- 1) **WHY** RTD delivers service, as defined in the agency's Mission, Vision and Values.
- 2) **WHAT** the agency strives to achieve, as embodied by its strategic priorities, established by the Board of Directors working in concert with the General Manager and CEO and executive leaders, to drive success outcomes.
- 3) **HOW** the agency will successfully fulfill the strategic priorities, as detailed by specific tactics to achieve the success outcomes.
- 4) **WHO** is ultimately responsible for achieving ambitious annual performance goals, as measured quarterly through metrics identified in departmental scorecards.

The formula is evident with a laser-focus on these four strategic priorities; this Plan lays a foundation for sustained organizational success and alignment.





## MOVING FORWARD

More than ever, today's RTD customers value their time and prioritize quality of life. As a strong community partner, RTD remains focused on delivering a high-quality customer experience. This means integrating and effectively using all RTD resources to ensure customers, residents and visitors get where they need to be when they need to be there. We truly do believe we help make lives better through connections.

**We make  
lives better  
through  
connections.**



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