2016 Annual Report
to the Community
PORTraits OF ABILITY
We had the honor of working with Lenna for seven years while serving on the Via board, two as president, so my appointment as the new CEO has been more of a transition. The first months of my tenure have been incredibly busy, and candidly, a change in leadership is rarely easy. What has impressed me most however, is just how complex Via is. We are not simply a worthy not-for-profit, nor are we a transit company—we are a bit of both!

Many people recognize our white buses with our colorful logo rolling around the region. Via Paratransit, the original heart and soul of Via, is our trademark and has offered families and clients peace of mind and assurance for decades. What might not be as obvious is that these vehicles represent only a small portion of the services we offer. If you only think of our white Via buses you are likely to miss the fact that you may encounter Via many times throughout the course of your day. Via is actually a 300-person operation, serving people in the Denver-Boulder-Longmont metropolitan area with multiple transportation and mobility options.

Via’s mission services are a costly, though vital, endeavor. Apart from government grants and philanthropic support, we rely on revenue from earned income contracts, such as Access-a-Ride, Call-n-Ride and the HOP to help offset this cost. The common theme throughout all of our services is our mission of connecting people and providing independence, especially for those who might otherwise become isolated in life.

In 2016, we advanced our commitment to sustainability. We are working to diversify our operating revenue sources to make Via a stronger and more sustainable organization. We plan to transform our fleet to an all-electric profile over the next several years and received a funding commitment for our very first electric bus for use on the HOP. Via purchased our building’s existing 97 kW solar array installed in 2010; and with funding from local and federal sources, will install battery storage, a natural gas generator and engineering control software, allowing us to go completely off-grid indefinitely. Via will then serve as a showcase resiliency hub while strengthening regional disaster preparedness.

We have grown up with the region over the past few decades and plan to be around to serve the needs of our clients for many years to come. I am excited to be working with my team and the board to advance our goals. Thank you for your support—it is often said, but nonetheless true: we cannot do this without you!

Frank W. Bruno
CEO
Portraits of Ability

25 Stories of Independence and Inspiration

Conceived and created to honor Lenna Kottke’s 25 years of service as well as to set the stage for Via’s new executive leadership, this exhibit presents 25 portrait-stories of people Via serves functioning capably in their world. Curated by VSA Colorado and introducing portrait-artist Sophie Klafter, the exhibit uses visual storytelling to connect us to the passions, sadness, hardships and joys of people living with atypical bodies. These stories allow us to understand ourselves better, to find commonality in others, and illuminate authentic human experiences that serve to dispel persistent myths of disability and age.

By fully immersing into her subject’s home, family, possessions, present challenges and life dreams, Ms. Klafter is able to capture the spirit of the individual in the final image. Each subject is incredibly unique, however, all share a common theme—that of striving to not be defined by disability or age. Yet, paradoxically, by authentically connecting to, rather than denying physical challenges, the photographer and her subjects transcend personal limitations and allow the spirit to ring loud and clear. Portraits of Ability employs the power of visual storytelling to transform personal narrative into public meaning and demands the audience to ask what are we doing to support these lives?

Via is honored to have been a daily part of these 25; they are our people. Every story reinforces the truth that mobility is what gives people the opportunity to live their dreams, have a sense of purpose and find their own unique place in the community.

There will be thousands more stories to come as Via moves forward under new leadership. They serve to remind us that mobility is not just part of a day, it is a part of life.

About the photographer

Visual storyteller Sophie Klafter is the recipient of the 2014 VSA Emerging Young Artists Award of Excellence from the Kennedy Center for the Performing Arts. She is a young photographer with a neuromuscular disorder living and working in New York City. Via commissioned Ms. Klafter for 15 of the 25 stories.

Within this Annual Report, we have featured several of Ms. Klafter’s stories that are a part of the full 25 photo exhibit which is on permanent display in Via’s Boulder facility. A traveling exhibit comprised of Ms. Klafter’s 15 portrait stories will be showcased in several venues throughout the region.
Our Mission

Our mission is to promote independence and self-sufficiency for people with limited mobility by providing caring, customer-focused transportation options. We provide a variety of specialized transportation and mobility options that improve the quality of life for older adults, individuals with disabilities and others with limited mobility in the many communities we serve.

We believe...

- All people are entitled to live as independently as possible within their life circumstances.
- Freedom of movement is a basic human need in our society.
- Everybody counts, regardless of age, health, disability, income or ethnicity, and has a contribution to make to the community in which they live.

We are guided by values...

- Integrity in all our business dealings
- Respect for individuals
- Teamwork and positive problem-solving
- Caring—for our customers, for our community and for each other

We envision a future where all people, regardless of age, health, disability, income or ethnicity have easy access to the mobility options they need to enhance their independence and quality of life.

About Our Clients

Disability Status

- 48% lived with a disability or advanced frailty
- 28% lived with a chronic disease or condition
- 24% reported no disability or chronic condition

Poverty

- 27% lived at or below federal poverty level of $11,880 annually for a family of one
- 48% do not have the minimum income to meet The Elder Economic Security Index for Boulder County

Ethnicity

- Caucasian: 84%
- Mexican or Hispanic: 7%
- Asian, Native Hawaiian, Other: 7%

Gender

- 48% Female
- 52% Male

Where They Live

- Boulder: 41%
- Longmont: 32%
- Adams County: 7%
- Weld County: 4%
- Larimer County: 2%
- Other Counties: 1%
- Erie: 1%
- Weld County: 1%
- Rural Boulder County: <1%
- Broomfield County: <1%

Unduplicated Clients Served

- 2009: 2316
- 2010: 2550
- 2011: 2559
- 2012: 2500
- 2013: 2750
- 2014: 2864
- 2015: 3010
- 2016: 3053

* Via lost nine months of client data in the Mobility Options Program resulting in a decrease in the total unduplicated client count for the year.
Lisa M., age 45
Diabetes | Dialysis | Amputee

PHOTOGRAPHER: SOPHIE KLAFTER

I always thought dancing would be my life.

Lisa started dance lessons at age 3, and has been a choreographer and stage actress. Diagnosed with type I diabetes at age 16, the disease has assaulted her body, but it has not taken her spirit. In her mind she says you are still a dancer, just because you are in this body, doesn't mean you can't feel dance.

Lisa has been a rider for over 10 years. She cherishes her relationships with the drivers, especially Maggie, Charlie and Yoshi. I hope it's Maggie this morning she says to herself after a particularly distressing event. Lisa is beloved by the Via drivers for her spirit.

I am a dancer. My mind goes there, where my body energy does not.

Impact

The Program Outcome Measurement Evaluation proved that:

- 98% of riders agreed or strongly agreed Via helps them to be more self-sufficient.
- 96% agreed or strongly agreed we help them to be more independent.

Via Paratransit

The paratransit program provided a total of 129,732 trips.

- 109,273 on-demand trips were provided.
- 2,690 unduplicated individuals were served.
- 9,288 trips were provided for individuals experiencing homelessness in order to secure safe shelter during the winter.
- 25,769 trips were provided for medical or therapy purposes.
- 16,205 trips were provided to ensure access to food and nutrition programs.
- The Climb, a transportation program serving the mountain communities of western Boulder County, provided 4,187 trips.
- Partnering with Boulder County, Via operated summer shuttles to improve access to rural open space areas; 6,984 trips were provided.
- 112,906 trips were provided in Boulder County.
- 35,814 trips were provided in the Longmont community.
- The Medical Mobility volunteer driver collaboration with Boulder County CareConnect provided 3,583 trips.
- Via’s Volunteer Driver Program provided 1,881 trips.
- The average cost per trip was $33.24.
- 686,192 miles were traveled and 68,507 service hours were provided.
- 125,839 trip scheduling calls were completed in the Call Center.
- 53 vehicles, 45 drivers.

Impact

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Medical & Therapy: 23%
Personal: 22%
Food & Nutrition: 14%
Employment: 13%
Safe Shelter: 8%
Recreation: 6%
Adult Day Care: 5%
Education: 5%
Senior Center Programs: 4%
Aides: 3%
Volunteer: 1%

2016 Trips by Purpose
Travel Training Program

- 94 individuals were served in the comprehensive one-on-one mobility assessment and travel training program.
- Successful trainees used public transit for an average of 27 trips per month.
- 19 Seniors on the Move group travel training classes were conducted with 167 participants.

Impact
The Program Outcomes Measurement Evaluations showed that on average:
- 94% of successful trainees agreed or strongly agreed that they felt more independent than before they received the training.
- 92% agreed or strongly agreed that they have more confidence in their ability to get to where they need to go;
- 86% agreed or strongly agreed that the training completely prepared them to use public transit.

Mobility Options and Individual Travel Planning

Via’s mobility specialists provide intake assessments, develop individual travel options plans that maximize the use of all transportation resources available to an individual, as well as provide information and referral based on individual travel needs.
- 2,113 individuals received new rider intake or information and referral services.
- 126 written mobility options/individual travel plans were developed.
- 27 community outreach events were completed.

Tom C., age 66
Travel Trainee | RTD Bus Stop 21709
PHOTOGRAPHER: SOPHIE KLAFTER

Tom was the second individual to enroll in Via’s new Travel Training Program in 2003. He even has his own personal bus shelter, Tom’s House, located near the horse stables where he volunteers. A mountain man by temperament, Tom suffered a seizure in 2001 which left him with brain damage and short-term memory impairment. Tom’s sister Terri became his caretaker and tried to keep up with Tom’s many needs, but it was overwhelming. Terri found Tom a volunteer job at the Rocky Mountain Riding Therapy Center in Boulder, where he cleans stalls and helps riders. Tom continues to take the bus routes he learned during travel training to get to his job.

Tom’s sister says travel training allowed Tom to begin living his life again.

I’ve never been a city boy and without the stables, I’d go crazy.

11

PORTRAITS OF ABILITY

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I’ve never been a city boy and without the stables, I’d go crazy.
Elizabeth M., age 102
PHOTOGRAPHER: SOPHIE KLAFTER
I was talking to a woman on the phone the other day and when I told her how old I was, the woman exclaimed, Good Lord!

Elizabeth has early childhood memories of traveling 22 miles in a horse-drawn buggy to visit her grandparents. She started school at age five, joining her seven-year-old sister in a little, one room country school.

Elizabeth was a teacher until retiring at age 67. She and her husband (he passed away in 2005), a landscape architect, lived for many years in a 100+-year-old stone house on two and a half acres in north Boulder. Elizabeth audited classes at CU-Boulder until she turned 100.

Elizabeth’s advice to today’s youth is to maybe slow down a little bit, maybe enjoy life a little bit more. Live every day. And enjoy it. A day at a time, I think is good. And think positively that things will get better if they aren’t so good now. And exercise as much as you can.

Safety
The safety of our passengers, drivers and the public continues to be our highest priority.

- Drivers in the four divisions drove a total of 4,142,399 miles and completed the year averaging 0.97 preventable accidents per 100,000 miles driven.
- 171 drivers completed the year without a single safety infraction or preventable accident.

Our Standard

Definition of an accident: Any time a vehicle comes in contact with anything other than the tires touching the ground resulting in property damage or injuries of any amount.

Significant Achievements
- A total of 2,864 unduplicated individuals were served in the paratransit, travel training and mobility options programs.
- Via’s paratransit program provided a total of 129,732 one-way trips.
- The financial year ended with a 3.48 percent margin of operating revenue over expenses.
- The HOP, Call-n-Ride and Access-a-Ride contract services provided 1,001,548 passenger trips.
- Via achieved a safety record of 0.97 preventable accidents per 100,000 miles driven.
- Executive Director Lenna Kottke received Transit Manager of the Year Award from the Community Transportation Association of America.
Social Enterprise Business Model

The quest for sustainability and new sources of revenue has led many nonprofits to consider social enterprise, generally defined as mission-related businesses that have promise for producing income directly benefiting the nonprofit's clients or enhancing its ability to fulfill its mission. The social enterprise business model challenges nonprofits to think in a more precise business frame of mind—but one that includes commitment to the nonprofit's mission and purpose. Via has operated as a social enterprise business model for 22 years. The profits from the HOP, Access-a-Ride and Call-n-Ride contracts enhance our mission services, reinforce our commitment to the communities we serve and help to make our vision a reality.

The HOP

The HOP is the heart of Boulder's Community Transit Network. The HOP is a high frequency circulator shuttle connecting the primary retail, social and educational centers in the city of Boulder, including the University of Colorado. The HOP is a fully-funded contract with the City of Boulder, CU Boulder and RTD (Regional Transportation District). Chronic driver shortages prohibited the HOP from planned service expansion.

Access-a-Ride

Access-a-Ride is an on-demand paratransit program mandated by the Americans with Disabilities Act (ADA) and is provided throughout RTD's fixed route service area. Riders on Access-a-Ride must be certified as having a disability that prohibits them from using the fixed route system. This is a fully-funded contract with RTD. This was a very challenging service in 2016 due to chronic driver shortages. Service did not meet contract fulfillment requirements and liquidated damages were charged. Access-a-Ride drivers travel the greatest distances daily due to RTD's eight county fixed route range. Via received 60 new body-on-chassis paratransit vehicles from RTD in September. Via submitted a new contract proposal in 2016, significantly increasing driver wages and incentives.

Call-n-Ride

CNR is a hybrid demand-response service using wheelchair accessible vehicles and is available to anyone residing in the community in which it operates. There is no Call Center; rather riders call the driver directly or the newly installed customer service rep at Via. Drivers stay in the community and connect passengers to the RTD Park-n-Rides during commuting hours or anywhere within the community during non-peak hours. Via operates Call-n-Ride service in eight communities. This is a fully-funded contract with RTD. Via submitted a new contract proposal in 2016, proposing significant increases in driver wages.

Total Passenger Trips:
- HOP: 755,581 (12 vehicles; 27 drivers)
- Access-a-Ride: 129,613 (79 vehicles; 78 drivers)
- Call-n-Ride: 116,354 (18 vehicles; 32 drivers)
A patch of black ice. That’s what changed Keith’s life.

Following the car accident, Keith was hospitalized for two months. When he came out of the hospital he walked really badly. A week later, he broke his leg. Multiple surgeries were required; infections required more surgery.

Daily challenges include physical, cognitive, memory and speech challenges. While recovering, Keith met a man in a wheelchair who had just had a stroke and couldn’t walk or speak. Keith feels lucky to be able to walk again and to be able to communicate verbally.

While standing for his portrait, Keith talked about retiring Executive Director, Lenna Kottke, and her 25 years of leadership. He very much appreciates having access to Via’s paratransit service. Keith told the photographer that if he could, he’d like to say thanks.
Net Income
The Board of Directors charges staff to manage the organizational annual operating budget to realize a two percent margin of organizational revenue over expenses. In 2016, this margin was approximately 3.48%. Income over expenses is used to invest in the organization as well as to maintain required operating, facilities and vehicle reserves.

Fundraising Expenses
Fundraising expenses reflected in the financial statements include salary expenses for employees who share other functional responsibilities outside of fundraising activities including communications, media and government relations, graphic design and website administration. Fundraising expenses also include other supporting expenses for the communication and development departments that are not necessarily associated with outright fundraising efforts.

Board Designated Funds
During 2016, Via established the Lenna Kottke Rider Support Fund to honor the tenure of Via’s retiring executive director. Restricted cash as of December 31, 2016 consists of non-invested funds donated toward this Fund. It is the intention of the Board to use proceeds from the Fund toward ongoing philanthropic support for trips for very low-income riders. The Fund is supported by individual pledges.

### Via Mobility Services Statement of Financial Position

#### December 31, 2016 and 2015

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>Current assets</td>
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<td>Cash &amp; cash equivalents</td>
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<td>Trade</td>
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<td><strong>TOTAL CURRENT ASSETS</strong></td>
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<td>Investments limited as to use</td>
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<td>Property &amp; equipment, at cost</td>
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<td>Vehicles</td>
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<td>Accumulated depreciation</td>
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<td><strong>TOTAL PROPERTY &amp; EQUIPMENT, NET</strong></td>
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<td>Pledges receivable, net of current portion</td>
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<td>Restricted cash</td>
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<td>Investments</td>
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<td><strong>TOTAL OTHER ASSETS</strong></td>
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<td><strong>TOTAL ASSETS</strong></td>
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<tr>
<th>Liabilities &amp; Net Assets</th>
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<th>2015</th>
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<tbody>
<tr>
<td>Current &amp; total liabilities</td>
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<tr>
<td>Current portion of obligation under capital lease</td>
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<td>Accounts payable, trade</td>
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<td>Accrued payroll and vacation</td>
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<td>Payroll taxes &amp; related liabilities</td>
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<td>Unearned income</td>
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<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
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<td>Long-term liabilities</td>
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<td>Obligation under capital lease, net of current portion</td>
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<td>GIA annuity payments due</td>
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<td>21,637</td>
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<td><strong>TOTAL LONG-TERM LIABILITIES</strong></td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
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<td>Net assets</td>
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<tr>
<td>Unrestricted</td>
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<td></td>
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<tr>
<td>Operating</td>
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<tr>
<td>Net investment in property &amp; equipment</td>
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<td>11,405,961</td>
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<td>Board designated</td>
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<td><strong>TOTAL UNRESTRICTED</strong></td>
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<tr>
<td>Temporarily restricted</td>
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<tr>
<td>Permanently restricted</td>
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<td>125,565</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$18,958,579</td>
<td>$18,565,718</td>
</tr>
<tr>
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<td>$20,595,995</td>
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<tr>
<th>2016 Financial Highlights</th>
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### Strategic Goals

Be the leader in mobility options in Boulder County for older adults and those with disabilities.

Support environmental sustainability by taking meaningful steps to reduce our carbon emissions and minimize our contribution to climate change.

Be financially sustainable to meet current and future needs.

Be a resource in the region for mobility options and transportation services.
No other driver has the experience of being a rider. I have a profound appreciation for the truth that we are all just one step away from needing the services via provides.

— CHARLIE F., AGE 72  |  DRIVER. RIDER. DRIVER.

Tributes
Anonymous  In honor of Alex – Rocky Mountain E-ride Rides June 1. Bills In memory of Daniel Bil In memory of J. William Bil In memory of Helen Blatt In memory of Robert Atlas In memory of Dr. Janet Bobock In memory of Jerry L. McNiel In memory of Lenna Kottke In memory of Mary Edna Kottke In memory of Robert Andresen In memory of Irene Ahrens In memory of Mary and Jay Balzer In memory of Robert Thompson In memory of Jere and Bruce Mock In memory of Elizabeth Mekkelsen In memory of Robert F. McNutt In memory of Mary and Jay Balzer In memory of June M. Bills In memory of Betty Hammond In memory of Therese and Thomas H. McMillan In memory of Robert Thompson In memory of June M. Bills In memory of Betty Hammond In memory of Therese and Thomas H. McMillan In memory of Robert F. McNutt In memory of Mary and Jay Balzer In memory of Robert Thompson In memory of Jere and Bruce Mock In memory of Elizabeth Mekkelsen In memory of Robert F. McNutt In memory of Mary and Jay Balzer In memory of Robert Thompson In memory of Jere and Bruce Mock In memory of Elizabeth Mekkelsen In memory of Robert F. McNutt In memory of Mary and Jay Balzer In memory of Robert Thompson In memory of Jere and Bruce Mock In memory of Elizabeth Mekkelsen

Foundations & Organizations
I never cared about sight. I can’t miss something if I don’t know what it is. I’ve always liked the sound of things, the shape of things, the feel of the sunshine; the smell of the day. I just never cared about sight.

Feliciana’s Dad didn’t want her to go to school because she was blind and she did not want to leave home to go to a special school. That’s how it was in the 40s. Feliciana was home-schooled by her mother and learned to read Braille. I would have given anything just to have gone to school, just for the day.

Her childhood memories are filled with the wonderful smell of honeysuckle growing near her Long Island home.

Feliciana plays the piano, harp, tamboura and xylophone. I love the ethereal sound of the xylophone.

Colt has had severe hearing and vision losses since birth and has been legally blind since 2012.

Colt’s first trip to the Rocky Mountains was at age 8. His early years were full of hiking, camping, hunting and fishing with his family. Colt earned a college degree in natural resources.

Colt climbed the 14,259 foot summit of Longs Peak in 2015. It was flipping awesome! he says.

He works in Estes Park at YMCA of the Rockies in outdoor education. Colt has worked hard to have the type of career and enjoy the recreational activities that are so important to him.

Colt climbed the 14,259 foot summit of Longs Peak in 2015. It was flipping awesome! he says.

Via supports my strong sense of independence. I don’t have to ask someone to drive me around.