

# RTD Accountability Committee

December 11, 2025



*Update for Move Colorado*



# Accountability Committee: SB25-161 Overview

## *SB25-161 established the Committee within CEO:*

- 14 voting members and 1 ex-officio member, appointed by the Governor, legislature and RTD, with specific areas of expertise / backgrounds (list available on [CEO webpage](#))

## *SB25-161 tasked the Committee with making recommendations relating to:*

- Governance-related Topics
- Paratransit Topics
- Workforce Retention and Labor-related Topics

## *SB25-161 directs the committee to:*

- By January 30, 2026, submit a report to the governor and legislature that includes a summary of the work accomplished by the committee, the findings of its evaluation, and any recommendations.
- Build on the work of the previous RTD accountability committee created in 2020.



# Accountability Committee: Legislative Charge

*SB25-161 established the committee within CEO and tasked the Committee with making recommendations relating to (see C.R.S. 24-38.5-124(3)):*

## **Governance-related Topics**

- “The governance structure of the Board of Directors and executive leadership of the District;”
- “Compensation for the Board of Directors and executive leadership of the District;”
- “The representation of local governments and state agencies within the District;”

## **Paratransit Topics**

- “The paratransit services provided within the District's geographic service area.”

*As used here, “paratransit services” means complementary parallel transit services for individuals with disabilities who are unable to utilize regular or fixed-route transit services for some or all of their transit needs.*

## **Workforce Retention and Labor-related Topics**

- “The District's workforce retention.”
- “How transit services within the District can be expanded while ensuring good-paying jobs with benefits for transit service and maintenance providers, given state investments to expand transit in the state;”
- “How transit services within the District may be served by implementing employer harmony agreements that protect against labor disputes and other disruptions that can lead to workforce retention challenges and service reliability and safety concerns;”



# Accountability Committee: Members

*Had to be appointed by August 1 2025:*

- Six voting members appointed by the Governor:
  - Maria Garcia Berry
  - Matt Larsen
  - Harold Dominguez
  - Alexis Senger
  - Jackie Millet
  - James Flattum

- Eight voting members appointed by the Legislature:
  - Andrew Iltis
  - Matthew Groves
  - Tobin Snook
  - Renée M. Chacon
  - Miller Hudson
  - Jaime Lewis
  - Lance Longenbohn
  - Kiplund Kolkmeier
- One ex-officio member appointed by RTD
  - Julien Bouquet

*Members include: representation from current and former RTD board members, environmental advocacy, local government, labor, equity, transit riders with disabilities, youth transit riders, and those with expertise in finance, multimodal transportation, economic development, urban planning, and workforce development.*



# Committee Staff: Intro to team

## State staff



**Kelly Blynn**  
Senior Policy Advisor, Land Use  
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## Facilitation



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CONFLUENCE POLICY & STRATEGY  
GROUP

## Research support



**David Bragdon**  
Hudson Skykomish  
*Focusing on governance*

*With support from:*



*Focusing on  
paratransit*



*Focusing on  
workforce/labor topics*



**COLORADO**  
Energy Office

# Process overview

## Learning and Discussion

Pre-readings, meeting presentations, Q&A, discussions in meetings #1-7

## Idea generation

Ideas for consideration generation during meetings and in follow-up surveys from topical meetings

## Idea prioritization

Prioritization of ideas for consideration by the committee, and identification of anything missing

## Idea refinement

Discussion and deliberation to combine, refine, and further hone in on potential recommendations

## Voting on recommendations

Voting to approve recommendations for inclusion in the final report (bylaws require 8 votes, 10 person quorum)



# Elements of Stakeholder Input

## *Stakeholder input:*

- *SB25-161 identified a diverse set of interests and backgrounds to comprise the committee*
- *Public written comments available anytime via CEO webpage*
- *Time for public comment at each meeting*
- *Participation in meetings of external stakeholder organizations*
- *Confidential interviews with David Bragdon (and subcontractors), with synthesized findings to be shared with the committee:*
  - DRCOG
  - Metro Mayors
  - Members of previous Accountability Committee
  - RTD staff
  - Environmental, transit, and disability advocates
  - Local elected officials
  - Local transportation and planning staff
  - State agency staff (CDOT)
  - Business leaders
  - Transit leaders in Salt Lake City, Twin Cities, SF Bay area



# Governance questions the committee has been discussing



- Who should a transit agency be accountable to?
- What should it be accountable *for*?
- What are some of *your* values or principles that would characterize the ideal governance structure for a transit system?
- What would be the indicators to you that a transit agency has “good” governance?

# Governance Ideas: Survey Re: Values

Governance values ranked by committee members

*On a scale of least important (1) to most important (5)*

Values	Rating
Effectiveness	4.69
System Health	4.54
Fiscal stewardship and responsibility	4.54
Long-term Vision, Goals & Clear KPIs	4.46
Expertise	4.15
Communications: Internal & External	4
Accountability - who is accountable, to whom and for what outcomes	3.92
Local & State Government Collaboration	3.85
Ability to adapt over time	3.62
Representation	3



# Governance Ideas: Survey re: System-Level Problems

Which of the following do you believe are the top five system-level problems that have a connection to governance.

Problem	%	Number
Low ridership and factors contributing to it	69.23%	9
Public Trust & Confidence	69.23%	9
Appearance of limited coordinated, strategic vision & plan	61.54%	8
Workforce Satisfaction & Retention	46.15%	6
Insufficient financial resources to meet all needs & limit cost increases to riders;	38.46%	5
Perception of limited accountability to riders, tax-payers & others.	38.46%	5
Leadership	38.46%	5
Meeting needs of all riders and potential riders;	30.77%	4

Other: *Unwillingness to make coverage decisions necessary to increase ridership*  
*Trying to do too many things on their budget. Budget is not insufficient.*  
*Introduction, selection and execution of technology throughout operations*  
*Board elections are not meaningful because lack of candidates and public awareness and attention*



# Governance Ideas: Survey Re: Governance-related Problems

Which of the following do you believe are the top five governance related problems that should be addressed?

Problem	%	Number
Need for diversity of expertise and experience	69.23%	9
Challenges with fulfilling oversight role due to dynamic between Board and Leadership and ability of a part-time Board to be as fully informed as necessary.	53.85%	7
Challenges working with, making decisions, finding consensus with larger board	53.85%	7
Accountability to constituents vs. system-level thinking (parochialism)	46.15%	6
Lack of appeal & attractiveness to serving including compensation considerations	38.46%	5
Lack of clarity and transparency of decision-making processes	38.46%	5
Challenges with board members (particularly the chair) being part time to carry out duties	38.46%	5
Elected positions lack visibility, competition, voter awareness which leads to weakened legitimacy	30.77%	4
Board terms / turnover presenting challenges to long-term planning	30.77%	4



# Governance structure: General leanings

*Note: No votes have been taken yet*

## Size

- Significant majority for a reduced size (e.g. reducing from 15 to ~9)

## Composition

- Mix of elected and appointed members, with a slight majority (5) elected
- Likely to recommend elected directors be district-based though still discussing possibility for at-large
- Likely to have some requirements for expertise (e.g. fiscal) for appointees

## Appointing Authority

- Screening committee to identify pool of board candidates
- Screening committee possibly administered by DRCOG with representatives from, e.g., local governments, labor, people with disabilities, disproportionately impacted communities, etc.
- Governor selects from the committee pool

*Still discussing several other components such as*

- *Terms*
- *Role and compensation of the chair*
- *Compensation of the board*
- *Process for recall*
- *Independent audit function*



# Other topics: Areas for recommendation

*These areas are all still in development*

## Non-structural governance

- Substructures (e.g., committees)
- Fiscal oversight
- Board authorities and responsibilities
- Board staffing, supports, and compensation
- Executive leadership and compensation

## Workforce

- Recruitment
- Retention
- Data and metrics
- Training and mentorship
- Other (e.g. housing and TOD)

## Paratransit

- Analysis, planning, and engagement

## Local government collaboration

- Improvements to Subregional Service Councils and Partnership Program
- Other ideas to improve local and state collaboration

# Thank you!

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## Facilitators

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<https://energyoffice.colorado.gov/rtd-accountability-committee>

