

RTD Accountability Committee

Overview Presentation



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

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.



Accountability Committee: Staff Team

State staff



Kelly Blynn
Senior Policy Advisor, Land Use
and Transportation, Colorado
Energy Office

Neutral Facilitation



**Berrick
Abramson**
President,
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Carrie Steele
Policy Director
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PSG



CONFLUENCE POLICY & STRATEGY
GROUP

Independent Research support



David Bragdon
Hudson Skykomish
Focusing on governance

With support from:



*Focusing on
paratransit*



*Focusing on
workforce/labor topics*



COLORADO
Energy Office

Elements of Stakeholder Input

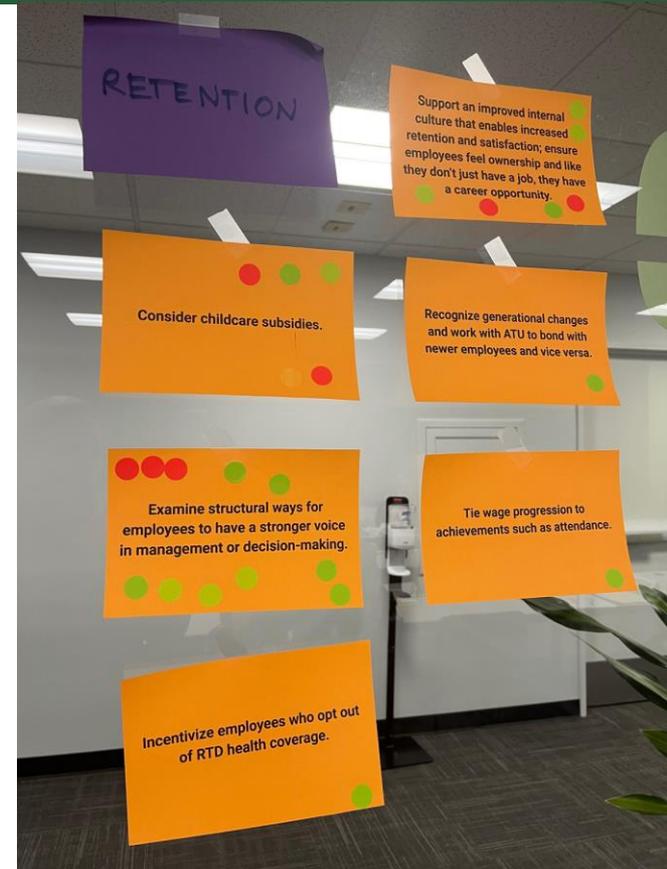
Stakeholder input:

- SB25-161 identified a diverse set of interests/backgrounds for Committee appointees to represent
- Public written comments available throughout 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



Process overview (2)

- 12 public meetings
- 43 hours of meeting time
- Over 4 ½ months (August to January)
- Over 30 public comments received
- Over 120 ideas for consideration generated
- 31 recommendations approved by a majority of the Committee



Governance: Problem Statement

The Committee concluded governance reform is urgent and necessary (though also not sufficient) for ensuring a successful transit service for our region.

Top system-level problems related to governance identified by a majority of members:

- Low ridership and factors contributing to it
- Lack of public trust & confidence
- Appearance of limited coordinated, strategic vision & plan

Top governance related problems to address identified by a majority of members:

- Need for diversity of expertise and experience to provide effective oversight
- Challenges working with, making decisions, finding consensus with larger board
- Lack of competition/attention to Board elections limits visibility and accountability
- Accountability to constituents vs. system-level thinking (i.e., parochialism)

Governance: Structural Recommendations

Number & Topic	Recommendation Summary	Directed To
G1: Board Structure & Composition	Reduce the Board size to a 9-member Board with 5 elected and 4 members appointed by the Governor and confirmed by the Senate.	General Assembly
G2, G3, G4: Appointees and Elections	Appointees must collectively have key areas of expertise (financial, land use, transportation planning, disproportionately impacted communities) as well as a labor seat. All five elected seats should be district-based.	General Assembly
G5-G11: Additional Structural Recommendations	<ul style="list-style-type: none">● Extend Chair terms to two years● Implement new structure as soon as feasible, by 2028 election, and via statute (not ballot referral)● Members should be eligible for two full 4-year terms● Revisit and increase ballot signature threshold for elected positions	RTD / General Assembly

Governance: Nonstructural Recommendations

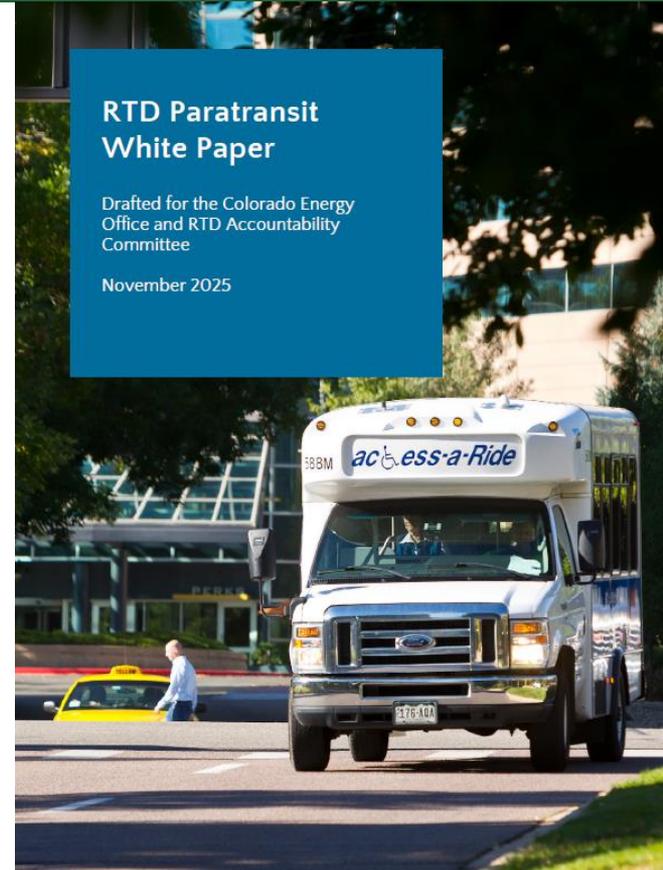
Number & Topic	Recommendation Summary	Directed To
G12, G13: Committees	Add ex-officio seats for labor and CDOT on certain RTD standing committees, and review/revisit external stakeholder committees to improve effectiveness	RTD
G15: Fiscal Oversight	Strengthen multi-year budgeting, audits, Board financial training, reporting, and review of District's current financial condition. Study potential of shared responsibility of the District's rail assets.	RTD / General Assembly
G16: Candidate Supports	Reinstate a Transit Academy-style program, led by an outside entity, to train and inform prospective RTD Board candidates.	General Assembly/TBD
G17: Board Compensation	Increase and benchmark Board compensation to inflation, and make the Chair a full-time position	General Assembly / RTD
G18: Executive Leadership	Strengthen GM/CEO evaluation metrics and compensation in alignment with next strategic plan.	RTD
G19: Board Staffing	Improve process for Board access to agency staff, ensuring support while respecting the GM/CEO's day-to-day management authority.	RTD

Local Gov't / State Agency Collaboration: Recommendations

Number & Topic	Recommendation Summary	Directed To
LG1: Improve Subregional Service Councils	Reevaluate the Subregional Service Councils, with local and community input, to clarify their role, broaden representation, strengthen facilitation, and enhance strategic focus.	RTD
LG2, LG3: Service Allocation Criteria and Buy-up Policy	Establish transparent, data-driven service allocation criteria that balance ridership growth with equitable geographic coverage, and reinstate a service buy-up policy to enable expanded local service.	RTD, Local Gov'ts
LG4: Shared Information	Improve existing dashboards together with partners for transparency on service data, project updates, and performance.	RTD
LG5, L6: Collaboration on large and small projects	Set clear but flexible bus stop safety and maintenance standards to define responsibilities. Also, continue to improve cooperation on large capital projects that increase ridership opportunities.	RTD, Local Gov'ts
LG7: Planning for the Future	Undergo process with state/regional/local partners to identify opportunities including and beyond FasTracks, and establish a vision and investment for a future-focused transit system.	RTD / GA / DRCOG / Local Gov'ts

Paratransit: Key Findings

- Paratransit services are complex and resource-intensive, serving individualized rider needs that vary by mobility, trip purpose, location, technology access, and income.
- RTD's two paratransit services generally serve the same ADA-eligible population but differ in service models, costs, and federal requirements, creating challenges when planned in isolation.
- Growing demand for Access-on-Demand service has increased operational and financial pressures, similar to challenges confronted by other peer agencies.
- Effective paratransit decision-making requires a comprehensive, system-wide vision that balances rider needs, service tradeoffs, and overall impacts.



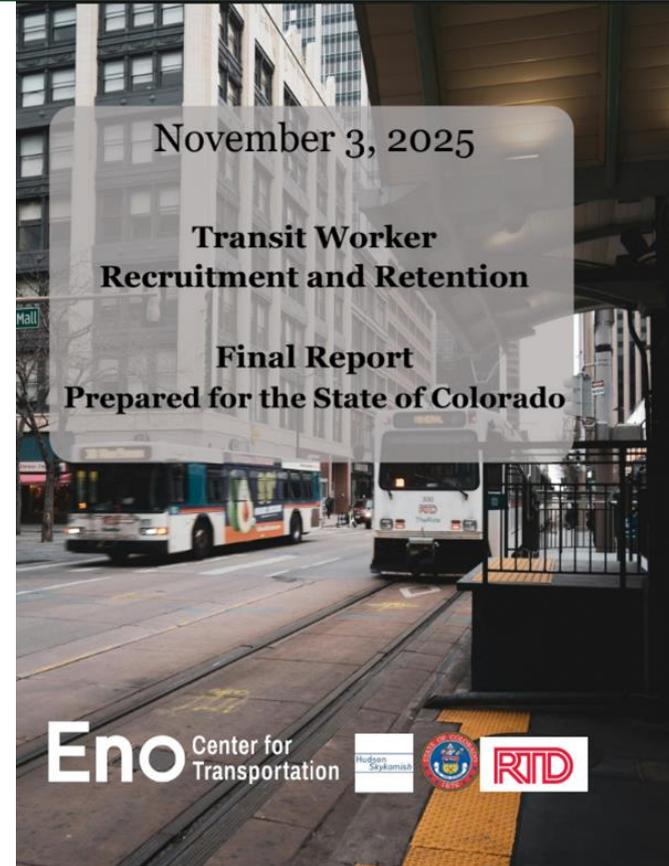
Paratransit: Recommendations

One recommendation for RTD to complete a comprehensive planning process including:

- **Needs Assessment:** Study the population, needs, and service gaps of riders with disabilities.
- **Integration:** Assess improving integration of Access-a-Ride and Access-on-Demand.
- **Collaboration:** Assess collaboration opportunities with local/regional partners to address gaps.
- **Engagement:** Engage with paratransit users, riders with disabilities, service providers, etc.
- **System Vision:** Establish a vision/framework to guide paratransit decision-making.
- **Fiscal Sustainability:** Assess long-term costs and tradeoffs using peer comparisons.
- **Innovation:** Pursue innovative and technology-enabled service models.

Workforce Retention: Inputs Considered

- Workforce capacity, particularly among operators and frontline maintenance staff, remains a major barrier to post-COVID service restoration and expansion, a challenge shared by transit agencies nationwide.
- RTD has made recent progress in recruitment, retention, and compensation, though risks remain due to early-career attrition, organizational culture, scheduling practices, and limited mentorship.
- Sustained improvement will require continued focus, stronger labor collaboration, and better data and performance measurement.
- Effective workforce recruitment and retention is fundamental to RTD's long-term success.



Workforce Recommendations

Number & Topic	Recommendation Summary	Directed To
W1: Recruitment	Expand hiring, training, and test preparation efforts and partnerships to reach additional communities, and work with ATU to explore more flexible and part-time positions.	RTD
W2: Retention	Together with ATU and partners, expand opportunities for newer operators, strengthen employee voice and workplace culture, and explore childcare subsidies to improve recruitment and retention.	RTD / ATU
W3: Training and Mentorship	Expand or add apprenticeship and mentorship programs and incentivize senior operators to mentor new hires to improve training and retention.	RTD / ATU
W4: Data and Measurement	Strengthen employee and community data collection by improving participation methods, expanding recruitment and retention metrics, reducing reliance on surveys, and enhancing data quality where surveys are used.	RTD / ATU

Final report

- Published and delivered to the Governor and legislature on January 30, 2026
- Includes verbatim all recommendations, minority opinions, appendices containing all sources reviewed, public comments, agendas, minutes, etc.
- Available on the CEO webpage



FINAL REPORT | JANUARY 30, 2026

Regional Transportation District (RTD) Accountability Committee

Report of the 2025-2026 RTD Accountability Committee

Submitted to Colorado General Assembly

Report prepared by Confluence Policy & Strategy Group in partnership with Colorado Energy Office.

Submitted to the General Assembly by Colorado Energy Office, Confluence Policy & Strategy Group, and Hudson Skykomish LLC on behalf of the RTD Accountability Committee.

While the RTD Accountability Committee is administered by the Colorado Energy Office (CEO), this report is strictly representative of the Committee's work and deliberations. Nothing in this report should be construed as the recommendations of CEO or the Office of the Governor. Furthermore, the recommendations have not been subject to legal or fiscal analysis.

