

1. What are your top 3 priorities (e.g., specific initiatives such as Vision Zero) if elected as a Board member? Why are these your top 3 priorities? Do these align with what you believe should be the overall Board's priorities?
  1. Determining the key performance indicators amongst the data available to RTD. What metrics should be analyzed to determine the state and performance of RTD, gain alignment there amongst RTD and key stakeholders. Furthermore, gain alignment on what the baseline numbers are for each of those KPIs. This will be imperative to objectively measure the success and performance of RTD as opposed to it being open to interpretation to the individual and more subjective
  2. Workforce Retention
  3. Improved Ridership Experience –
    - a) Increasing safety, continue to grow the RTD police presence on buses and trains.
    - b) Additional lighting at rail stations and bus stops to properly illuminate areas people congregate
    - c) Cleaner buses and trains – whether that's provided through more robust cleaning at the current intervals or more frequently cleaning

These are my top priorities because my #1 goal is to see ridership increase and plans mentioned will be most key in enabling that to happen. Furthermore, these priorities should be achievable with the planned RTD budget.

2. What do you think is the most effective way to make change and/or advocate for effective policies on the Board? How would you advocate for increased transparency on and for the Board?
  - a. Coming to the table with an informed and educated point of view and the ability to articulate and layout the benefits (ROI / measures of success / KPIs, etc). There should be better use of social media, stronger liaisons with local news. Create a culture of over communicating.
3. What are your plans for constituent outreach? How will you work to ensure the riders in your district and the general public are able to successfully engage with you and/or RTD on issues concerning them?
  - a. Widely distribute my RTD contact information (email and phone), and RTD points of contact information, across key areas in district (stations / bus stops / ngo's / local government buildings). Going and speaking at local events (city council meetings, county meetings, ngos, to make myself known and available and to hear first-hand on a frequent basis from constituents.
4. There has been a lot of talk about growing ridership in recent years. Who do you see as the most important groups to focus on in growing ridership? What actions can RTD take to increase this ridership in the near future (outside of hiring more operators)?
  - a. I believe the youth and younger generation is most critical to ridership. Getting them knowledgeable, comfortable, and familiar with riding RTD will create ridership for life. Providing free RTD passes to kids and youth is a great start in increasing ridership amongst that demographic. Increasing the reliability of trains and buses being on time consistently, increased frequency, and improved ridership (cleanliness and safety) will drastically improve ridership with the youth in the near future
5. Do you think the current service changes process needs overhaul? If so, what actions would you take to redesign the process? If not, why not?

- a. Service changes should be more frequent. There should be better tracking of the results of all service changes, 6 or 12 months after the change, data should be reviewed to determine impact based on the change. I would like to see the criteria for service changes and the decision-making process be significantly revamped as well as having a more clear governance structure in place.
6. What role do you believe Directors play in resolving the operator shortage? How can RTD improve the recruitment and retention of operators? Could working conditions be improved?
  - a. The directors should be a sounding board on the matter for RTD but also be able to provide ideas and recommend solutions. Directors should help set targets, goals, and review and approve strategy and changes. A few key areas to focus on and explore for purposes of improving recruitment and retention of operators -
    - i. management: are managers managing their teams effectively? Do they need better training and is the performance evaluation process working appropriately to keep, retain, and promote above average performers and identify the lowest performers?
    - ii. career pathing: do operators know what their career path looks like at RTD? Are they appropriately educated and informed?
    - iii. apprenticeship programs
    - iv. flexibility in shift scheduling and hours
    - v. culture
7. What performance/safety metrics, if any, would you like to see RTD make public? Which of these metrics should the GM/CEO be subject to in their performance review(s)?
  - a. Make it all public. Unless there is legal concern or some very valid business justification then it should all be public as transparency and communication should be the RTD standard. Largely funded by taxpayers the public has a right to know and be informed. The CEO performance review question is challenging, I believe it should be in line with other comparable cities' public transit leaders and it goes back to my priorities, that #1 is figuring out the right metrics, and baselines, to determine the success and effectiveness of the RTD. The general public, RTD organization, and board need to be all generally aligned on how we measure the organization and CEO's performance.
8. The past two summers' worth of repairs to the light rail system, particularly within the SE corridor (E, H, and R lines), have significantly impacted the usability of light rail services.
  - a. What role do you see Directors playing regarding transparency with the public?
    - i. Directors should demand and require transparency from the RTD with the public, this should be mandatory and an expectation always. With a significant portion of the budget being made up of taxpayer money the public has a right to know and be informed.
  - b. What do you think RTD, Board or otherwise, can do to mitigate similar issues going forward?
    - i. Prioritization of RTD's work and projects, track maintenance and upkeep was too low on the priorities list for too long with expansion and growth being #1 for so long. Growth should not come at the expense of failing existing infrastructure. The board should help set priorities and ensure a maintenance and review schedule is prioritized correctly and that a certain standard of existing track is always maintained preventing track from falling into disrepair.
9. Regarding safety on transit, there has been increased concern post-pandemic regarding the prevalence of substance abuse/drug use, crime, and other poor behaviors.
  - a. What do you believe is the root and/or cause of these issues on transit?

- i. RTD is experiencing what we are seeing nationally and locally with increased homelessness, mental health issues, drug and alcohol abuse. It's not a problem unique to RTD it is a societal problem that ideally federal, state, and local policies and programs can help address and improve. Buses, trains, and stations give those impacted by homelessness, mental health and substance abuse issues a comfortable, warm, and dry space to temporarily reside and it is the most cost effective way to travel regionally.
  - b. What solutions do you believe best solve these issues?
    - i. As previously mentioned the long-term and most effective solution will come from governmental (fed, state, etc) programs and policies to help reduce the troublesome issues and behaviors we have seen increase over the past several years.
  - c. What do you believe RTD, Board or otherwise, needs to do to successfully address these issues? What role(s) do you think localities should play in solving these issues? How will these interface?
    - i. RTD should ensure it has the right level of security and police presence to be able to appropriately monitor buses, trains, and stations. If that is too costly then RTD should better leverage use of video monitoring to know where and when to deploy security and police. Additionally, RTD should explore better securing of the train stations to make it more difficult to access trains without a pass, or for both trains and buses there should be increased effort to check tickets and passes. From a locality perspective the RTD needs them to be tougher on crime, arresting and prosecution of hard drug users and violent passengers should be a given, this should not be allowed to happen without consequence.
10. Regarding the deBrucing ballot measure headed to voters this fall - do you support the deBrucing ballot measure? Why or why not?
  - a. I support the measure as it allows the RTD to retain and spend more money. There is always more to be done within RTD, whether it is expansion, improving service or infrastructure, etc. If elected I would ensure we spend the additional funds, and all money, wisely so as to get maximum return on investment and not wastefully spend a single dollar.