

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?
 - **Reliability, Safety, Quality**
 - **RTD has failed to deliver a transit service that the average person wants to use even when it makes sense for them to do so. This is due to a lack of trust, that it will be on time, that it will be safe and that it will be a pleasant experience.**
 - **Yes. RTD's sole focus has to be on delivering service that people want. Until we get that right nothing else matters.**

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?
 - **Coalition building. It takes eight votes to pass most agenda items, ten to change the bylaws. That means you need broad but not unanimous consensus. I've worked extremely hard to build strong relationships with other board members for this exact reason.**
 - **Don't be afraid to fuck up in public. Be open about your goals and share the information that you receive when you receive it, not when you're asked. Use the board's power to require transparency on the part of the agency by not allocating funds or signing contracts without those protections in place.**
 - **Demonstrate that a significantly higher level of openness will be a net positive for the agency, even if it is uncomfortable.**
 - **Host regular Q&A sessions with interested parties to answer questions in a public meeting with a handful of directors and someone from the agency.**

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?
 - **Go to everything. I've already been making it a priority for the last year to attend as many public events as I can and hand out my card.**
 - **Create a public calendar with times available to reserve for a coffee meeting.**
 - **Meet with the mayor's team and members of City Council to address upcoming issues that are cross functional.**

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)?

- Households cost-burdened by dual car ownership. Individuals living near multiple transit lines. Individuals heading to destinations where parking is expensive or they expect to drink.
 - RTD can make it easier for people to take transit on an “as needed” basis rather than never or all the time. It can enable people to trust it for critical trips like concerts or sporting events or flights or getting home after a late night. It can improve safety and comfort so riders can have a positive experience. It can reduce the time riders wait at stops by reliably telling the public when service will arrive.
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?
- I'd like to see more transparency and visibility in the process. Often it feels like the decisions have already been made by the time they're presented, and it's difficult for average riders to give feedback on changes because the process is so obscure. Instead, the website should offer the ability to give route feedback on any route at any time and specifically highlight on the front page when service changes are being suggested and give a detailed view of the changes that is easy to understand using tools like Google Maps, along with clear, simple metrics of how this will affect current riders.
 - The typical rider must be able to understand what's happening and how to give feedback that will actually be early enough in the process to matter. Otherwise it's just window dressing.
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?
- Directors set the budget and the tone of the relationship between management and labor. Directors could work far more closely with the union and municipalities to help the agency offer better rest facilities for drivers at locations across the metro area.
 - Directors could do ride-alongs with drivers over the course of a shift and then share their experience with management and/or with the public. They could film it to show others.
 - Directors could actively meet with operators, offer positive outreach and show thoughtfulness and consideration for their needs.
 - Directors could actively do outreach at locations where both potential riders and operators are available for recruitment, speaking at community colleges, meeting people at job fairs, and holding other public events to promote RTD as a service and an employer.
 - Retention isn't one problem, it's 100 problems, each of which can cause someone to leave. RTD can make a deliberate effort to address the specific problems and dig in. Rather than just changing the tone they should be debugging the problem.
 - RTD can change their management culture that makes drivers feel like they are not respected as equals to management.

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)?
- **All of them. I believe RTD should be as open as legally possible and publish as much data as it has in an open format that can be used by anyone to measure its performance.**
 - **In terms of displaying that data, RTD should create a report card that addresses how often performance and safety incidents take place, allow that data to be easily filtered by service type and by specific line and location, and shown in the context of previous years and RTD's public promises and previously announced targets.**
 - **On time performance (late, very late, and dropped run), safety incidents reported and responded to, ridership by service type, outstanding deferred maintenance and depreciation, passenger satisfaction, service experience quality.**
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.
- What role do you see Directors playing regarding transparency with the public?
 - i. **Directors should view themselves as the representatives of the public; they have a responsibility to get answers and share information as soon as they are able, either through the agency or directly. Directors should do this as a group whenever possible, allowing the Chair to speak for the board with one voice. But it is a dereliction of duty to simply wait around until someone else (such as the press) finds out and tells the truth.**
 - What do you think RTD, Board or otherwise, can do to mitigate similar issues going forward?
 - i. **Encourage staff to be proactive. Create a culture of rewarding people for finding issues before they need to be fixed so that Maintenance can be adequately scheduled.**
 - ii. **Conduct more effective, proactive repairs, fixing things on a regular schedule before it becomes acutely necessary.**
 - iii. **Write up comprehensive after action reports that explain why disruptive maintenance took place and provide findings on how to avoid it in the future. Adopt the findings.**
 - iv. **Create staffing plans so that maintenance can be performed 24 hours a day and projects like the coping panels and slow zone repairs can be completed as quickly as possible.**
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.
- What do you believe is the root and/or cause of these issues on transit?
 - i. **Poverty is a painful reality for many RTD riders, and with it comes significant personal challenges that can often lead to mental health issues, drug abuse, and petty crime. Some people act out and commit crimes simply because they want to.**

- ii. **People who have these issues are not given any incentive to avoid asocial behaviors on transit.**
 - What solutions do you believe best solve these issues?
 - i. **Have a code of conduct that prohibits behavior not conducive to a positive rider environment. Enforce it, primarily with non-police responders and with POST certified officers when necessary. Connect individuals who need help with available resources.**
 - ii. **Install cameras and displays in far more places and monitor them with software and humans. Respond quickly.**
 - iii. **There are many, many things our society can do to alleviate the very real and very serious suffering that leads people to commit antisocial acts on transit. But it cannot be RTD's responsibility to solve these problems. RTD should, where feasible, connect individuals with relevant services.**
 - 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. **All the things I mentioned in the previous question. Dramatically increase responders and reduce response times. Use cameras and software to detect threats in real time and deter bad behavior.**
 - ii. **RTD should partner with cities on data sharing and a coordinated response near transit stations and popular stops. RTD can and should monitor areas causing many incidents and build a coordinated response plan for each with the local jurisdictions.**
10. Regarding the deBrucing ballot measure headed to voters this fall - do you support the deBrucing ballot measure? Why or why not?
- **Yes I absolutely do. Transit is already underfunded in this state.**