

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?

My top three priorities for RTD are 1) restore safety, order, cleanliness and dignity to the experience of riding an RTD train or bus. 2) Achieve reliability to schedule competitive with the best transit services around the world and 3) Increase service frequency to match international standards on the lines with the highest potential to draw additional ridership from greater frequency. Overall these priorities are necessary to achieve what should be the chief goal of RTD (and the RTD board), increasing ridership.

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?

My first goal is, upon election, to assemble a majority coalition of Board Members who agree with me on RTD's goals and on steps necessary to hold the RTD top leadership accountable to these goals. If this coalition can be formed, we would revisit the agreed operating strategy and set new performance goals based on increasing safety, reliability, frequency, and ultimately ridership.

Beyond that, I will work with state and local electeds to restructure the RTD board to make it more likely that the Board sets the right goals for RTD and takes a vigorous approach to holding the RTD CEO accountable for achieving those goals.

To increase transparency, I would evaluate the success of the current top leadership in being transparent and providing the Board with sufficient information to provide necessary oversight. If in my judgment the current top leadership has been insufficiently transparent, I would push to seek new top leadership. I would set transparency expectations and processes with new top leadership, and seek to set a contract with new top leadership that facilitates swift action if there is a failure of transparency and integrity of communications to the Board.

Finally, I would personally advocate to state electeds and when necessary the public for legislative changes and additional resources needed for RTD to achieve its performance goals.

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?

My goal would be to personally respond to all constituent emails and to hold periodic public meetings with constituents. However, maximizing public engagement with the Board is not something I view as an important goal in and of itself. Rather, setting good and measurable performance goals that ensure RTD is providing a service that drives increased ridership is the best method to ensure that the public's needs are met. Ultimately providing a world class transit service should *reduce* the need for the public to engage with the Board.

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)?

The most important group to focus on is drivers taking regular trips who could efficiently use transit and would like to do so but do not because RTD's service frequency, speed to destination, reliability, and quality levels are not competitive with driving.

Hiring more operators - or reducing service coverage to enable RTD to fully staff the remaining lines - is an absolute requirement to achieve levels of frequency and reliability necessary to increase ridership. In addition, RTD should continue to increase the resources applied to safety, order, and cleanliness programs, which will also help attract "choice" ridership. Further, RTD should develop a program and pursue additional funding to increase resources for handling maintenance issues so that service disruptions and downtime can be minimized over a long time horizon.

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 believe the service change process should be improved. When the RTD CEO has increasing ridership as a key performance goal, I would expect the CEO to make ongoing improvements to the service change process to support maximizing increased ridership.

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?

To fix the operator shortage the Board should direct the CEO to immediately seek new contract(s) with operator unions where changes to increase operator retention are prioritized. Revisions should ensure that pay levels for new hires are high enough to support retention and should ensure that seniority rules and work rules do not create working conditions that disadvantage new hires vs more senior operators. The Board should assist the CEO in negotiating a new contract by communicating to unions, the public and elected officials the reasoning behind the changes and the benefits for the public and for union workers.

In addition, a well resourced effort to increase fare enforcement and address the problem of crime and criminal operator abuse will help improve working conditions.

Finally, the Board should allocate resources for a formal study of the resources, technology, and infrastructure improvements required to make the system's trains and buses self-driving to reduce the need for human operators in the medium and long term.

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)?

I would like to see all performance and safety metrics be made public. The CEO's performance goals should be set against achieving key performance indicators that reflect the Board's top priorities.

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?
 - What do you think RTD, Board or otherwise, can do to mitigate similar issues going forward?

The Board needs to communicate to the public a true picture of the condition of the light rail system, and provide a credible narrative about the choices that have been made over its history and its present that result in the disruption and downtime when maintenance must be performed. This should include realistic forecasts of expected maintenance related downtime over the next twenty years.

The Board should also seek increased resources to build out the light rail's long term maintenance facilities to reduce future downtime, and to increase spend on maintenance operations annually to minimize maintenance related downtime. If additional resources cannot be obtained, the board should consider service area cuts and reallocation of funds for reducing maintenance related service reductions.

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?
 - What solutions do you believe best solve these issues?
 - 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?

The primary root causes of drug abuse, crime, and disorder on RTD are 1) the fentanyl epidemic 2) RTD's lack of fare enforcement, particularly on the trains and 3) RTD's failure to invest in additional policing and other measures necessary to enforce law, rules, and order on its property.

To address these issues, RTD must 1) increase fare enforcement - bad actors are likely to be regular fare evaders, 2) increase fare paying ridership, which will "naturally" help discourage disorder when it is the dominant presence and 3) increase both policing and non-police monitoring of the conditions on RTD's assets so that bad acts result in swift and certain consequences. Methods for measuring these elements of the customer experience should be implemented and CEO performance goals tied to improvements in these measures.

While RTD should cooperate with localities to address crime and disorder, ultimately RTD should take responsibility for ensuring safety and order on its assets. If state or local laws need to be changed to enable RTD to properly ensure safety and order, the RTD Board should appeal to state and local authorities for changes.

10. Regarding the deBrucing ballot measure headed to voters this fall - do you support the deBrucing ballot measure? Why or why not?

Yes I support, RTD should not be subject to ill-advised funding cuts as a result of the misguided TABOR law.

