

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?

The most significant issues facing my district, and the RTD at-large, are safety, addressing deferred maintenance issues and ensuring that future capital decisions are sound and don't further exacerbate the tenuous long-term financial position of RTD.

Safety is a top priority across the Metro Area, and the directors and candidates that I have met agree that restoring ridership density through increased reliability, more welcoming facilities for waiting passengers, and better passenger engagement through technology, will complement the current effort for increased policing. My experience with major infrastructure projects and managing large and complex organizations will allow me to serve as a resource for the Board and executive team. I have managed a multi-billion dollar project and have served on leadership teams around the world on many other multi-million dollar projects. I intend to be vocal about the feasibility of major capital decisions and will work to improve RTD's long-term financial viability.

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?

Each member brings their own important skill set to the Board, so not every member has to be intimately involved in or an expert in every issue. I think the best way to construct policies or initiatives by the board is to trust the group to provide foundational work related to their expertise or unique district needs.

When those issues come before the Board, I believe that transparency could improve, and we need to establish metrics that the public has access to and can understand. We need to provide advance notice to the public for all Board and executive decisions, while engaging the RTD riders, local elected officials and taxpayers, to make better choices about current operations and future planning.

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?

Direct feedback from users is incredibly important and I hope to hold meetings in the district to hear that direct feedback. In District H, elected officials provide important input from a broad stakeholder perspective.

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)?

Safe and predictable service will bring back riders and encourage new ones. I also believe that service around major gatherings, like professional sporting events is an important mechanism to create a first impression for riders.

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 have heard enough feedback over the past year to agree that something must be done to make the process better, but I am not an expert in this area and don't have enough context to outline a specific plan. I do not think the Board should be involved in detailed decisions, as our best role in this process is to set parameters around the management team engagement and hold them accountable.

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?

In conversations with the union representative, compensation has a role in recruiting and retaining the best workforce, but issues like employee safety are just as important. The code of conduct for riders needs to be enforced with consequences. We also need to look at breaks, overtime and other issues that create the employment proposition for RTD.

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 look forward to learning more about this process, as I have managed large organizations and performance has to be measured against quantifiable goals that start at the top and flow through every position.

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 first is creating a performance goal around desired outcomes. The second is through the approval or denial of contracts. Public dashboards and 1-, 5- and 10-year look-ahead planning and communications will play a role in translating the resolution of deferred maintenance.

Maintenance issues started a long time ago and I applaud the management for making difficult choices to start to address the backlog. There is no easy way out of this hole. I intend to focus on this area to ensure that future capital projects focus on these tough lessons of deferring maintenance in favor of more interesting big projects.

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

The root causes center around four key issues. First and most obvious is the lack of consequences for aggressive, dangerous, or violent behavior. Our job is to move people from point A to point B. I am particularly concerned for the front-line employees that find themselves confronting these situations. It shouldn't be tolerated on our system. I will support suspension and bans as a tool for addressing egregious violators.

Second, density and improved ridership will contribute to improving safety. As mentioned before, increasing ridership will have many positive impacts and a more welcoming and safer environment is one of them.

Third, the focus on more RTD security officers is very important. They need to be present on trains, bus stops and platforms and I also intend to work with the city of Denver to address limitations on RTD police authority in that jurisdiction.

Finally, better lighting and wayfinding are easy investments to make RTD facilities more inviting. There does not even need to be a safety risk for riders to feel uneasy at RTD's facilities.

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

Yes. I voted in the 1992 election and opposed the original TABOR Amendment. I think few if any voters understood the ratcheting effects in down economies.

I will note that District H is a significant net contributor to the finances of the system. I am concerned that taxpayers who don't use the system will use this as a vote of no-confidence to express their negative perceptions, real or imagined, with RTD. Sound fiscal management and being responsive and transparent for taxpayers is the best way to get them to trust you with their money.