

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?
 - a. *To meet our climate goals, we need to focus on improving ridership through rapid, frequent and reliable service with a comfortable experience. Improving transit services in the Denver metro area by making it a consistent and comfortable choice, we can save people time, money and improve our health. Once RTD has built back the trust of the community and improved ridership, we need to focus on creating a strategic regional transit and development plan with a lens on ensuring social equity, economic growth and a better climate future through connected communities. Collaborating with advocates, federal, state and local governments and the business community, a plan could include finishing existing projects, expanding service and building the transit system and transit oriented communities to sustain the growth of our region for decades to come. With safer and better service, RTD will have the ridership it needs to expand service and make an impact reducing emissions in Colorado. RTD has to get back to basics and make reliable transit a priority.*
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. *Having previously worked with several regional transit agencies, helping them maintain, improve and expand their services, I learned building diverse coalitions with the community helps ensure transit, housing, equity, environmental and economic growth priorities are understood. With a clear picture of priorities and strong coalitions within every sector of the community, the chances for success in executing a vision are much higher. As a director, I would foster an environment where collaboration, communication and data drive our processes.*
 - b. *Transparency is a critical part of accountability and trust with public entities. I helped write laws in California updating government transparency policies, including fiscal transparency standards, ensuring quick turnaround and machine readability policies for public requests and the availability of video streaming of meetings, long before the pandemic required them. RTD has done a good job implementing some of these policies but could do a better job when it comes to timely and thorough communication. I would encourage the board to adopt additional policies around data that can increase efficiency, on-time performance, and insight into district operations.*
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. *The first step in a meaningful engagement strategy is listening to the community and creating a collaborative space. From what I understand, there are several successful community partnerships focused on engaging on specific issues with RTD and groups in the region. I believe we can build on those successes and encourage an environment of transparency and proactive communication. I've experienced community engagement from the bottom up, from having the pleasure of answering phones as an intern in the US Senate, to running campaigns and researching and crafting media strategies for candidates and organizations, from city council to presidential campaigns. Our community deserves to have its voice heard by RTD and for there to be meaningful communication from RTD, especially when it comes to giving updates about service and maintenance affecting people's lives and long term strategic plans that impact*

our climate future. I will make myself available to any district A constituent that would like to engage or provide feedback about how to make RTD better.

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. *In order for Colorado to meet its climate goals, we have to ensure RTD ridership returns and grows as Colorado grows. We need to take a holistic approach to growth and better service from RTD will guide communities towards transit-oriented development and all the benefits it provides.*

For ridership to improve, RTD needs to be the best choice to get around the metro area. People need to be able to go to the maps on their phone and see that RTD services near them will get them to their destination faster, with a frequency that gives them flexibility to travel when they want too. Increasing frequency in dense corridors and investing in dedicated lanes for buses could improve ridership, encourage dense development and be a win for our climate. Better collaboration with municipalities on traffic and mobility infrastructure, public information campaigns and using data to examine efficiencies and new routes are many ways to increase ridership.

The footprint RTD is responsible for presents the challenge of ridership and coverage competing for resources within a limited budget. Failing to strike a balance between coverage and ridership goals can lead to poor service for all.

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. *The 2022 System Optimization Plan appears to be a step in the right direction, when it comes to collecting data, conducting analysis and adjusting service to accommodate needs of the region. However, ridership is still lagging behind pre-pandemic levels, especially compared to other transit districts. I think it would be helpful to see if other districts have better processes so we could enact those befitting our region. I believe it would also be beneficial to work with municipalities to look at how we can further prioritize transit, give it a dedicated space and make it faster and more frequent. As a data scientist working with federal agencies to improve their processes, our work is very rarely considered complete, rather we plan to iterate and improve in development cycles. This is a maxim I would carry forward to RTD and its processes. It's imperative for a public agency to continuously strive to provide the best services possible and fight the stagnation of complacency.*
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 Board should take leadership on creating a safe and healthy environment for all RTD employees and riders. They should be listening to concerns of operators, researching what is working for other agencies and thinking strategically about how to improve and sustain culture in the District. I believe, and extensive human behavior research backs that, when buses and trains are full of riders, operators will have a safer environment to work in and a happier experience, so focusing on ridership as a recruitment tool would absolutely be beneficial.*

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. *As a data scientist who used publicly available data to build a tool to help make government budgets more efficient, I believe we should have an open data policy and focus on transparency in all facets of information collected by publicly funded organizations. I also work in cyber security and know some data is too sensitive to release. We should protect critical infrastructure and personal privacy and, in many cases, data can be anonymized and aggregated to protect sensitive information. Making transportation data available to the public has the great benefit of RTD being held accountable through transparency. Additionally, the public has also been known to innovate with public data and help create better experiences for riders, including building better transit apps. RTD should release real time data on maintenance projects, security and safety, ridership and on-time performance.*
 - b. *Safety is paramount in considering the success of a public transit agency and its leadership. Outside of safety, when it comes to performance reviews, it is likely the best practice to set goals in a long term strategic sense. Market volatility or other black swan events can lead to adjustments in short term goals making long term goals unachievable, while less reactionary shifts could lead to better long term outcomes. Organizations should capture, analyze and share data and work towards improving trends, while being resilient against outliers and overcorrections. Keeping sight of greater strategic plans is a marker of a successful public agency.*
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. *Communication and planning are paramount to successful organizations. Directors should be another voice for RTD with the public, working with community partners and relevant news media to amplify RTD's message. Directors should be diligent in reviewing information from staff and prove trustworthy in being a voice for RTD. Building trust requires collaboration and healthy relationships inside and outside of the agency.*
 - b. What do you think RTD, Board or otherwise, can do to mitigate similar issues going forward?
 - i. *In the short term, plan, communicate and execute maintenance with the least impact on service possible. In the long term, complete audits of infrastructure and needs for an efficient and effective transit system and prepare a strategic long term plan to budget, maintain and expand service.*
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. *Given my experience working with the ACLU on criminal justice, the Southern Poverty Law Center on social equity, CDPHE on health equity and with law enforcement agencies on their use of force policies, it's my belief we should treat all non-violent offenders with compassion, and kindness, guiding them to resources in the community and de-escalate all violent offenders until the aforementioned is possible. Each individual making choices outside the law or social norms should be treated with respect and dignity.*
 - b. What solutions do you believe best solve these issues?

- i. In the long term, increasing ridership will help mitigate many issues with behavior on transit. Crowded trains and buses change the psychology of individuals riding them, as people tend to conform with social norms when in larger groups. In the short term, RTD should work with STAR teams and law enforcement, as a last resort, to ensure the safety and health of all riders.*
 - 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. We as a community can build more mixed income housing in transit oriented communities, invest in social services, education and other measures to lift people up. RTD and the board can work on enforcing laws and policies with compassion and increase ridership, to change the ratio of riders to alleged offenders.*
- 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 all deBrucing measures, especially those impeding the progress of our environmental and economic goals. Leaving governments and the people they serve in without options during economic volatility is a dangerous fiscal policy. I worked for Bernie Sanders and helped him spread his message of social and economic equity, and I deeply believe we need to be fiscally responsible with taxpayer money, progressively fund our priorities and allow for governments to plan for the future.*