

RTD District I, Director position. (Boulder County Commissioners Appointing Authority)

RE: Letter of Interest: RTD District I, Director position

TO: Boulder County Commissioners

Attn: Michelle Krezek

FROM: David J Beacom



DATE: 28 September 2020

My experience and expertise will benefit District I and RTD in the following manner.

I worked for RTD from 1987 to 1997 within the Legal Department reporting directly to the General Counsel. This has provided me with a detailed understanding of how RTD works and the legal framework it functions within. Then, as now, turmoil appears to be descriptive of the organization. Someone with a broad view of the issues and problems being faced by RTD and it's Board is needed. Additionally, someone who can listen, evaluate and consider options from multiple sources is necessary but with the additional skill of identifying and selling a best possible solution to others.

In 2013 I retired from Xcel Energy. After about a year, I was appointed to fill a vacancy on the City and County of Broomfield's Council. At the end of that term I was elected to a full term on the Council. While on Council, I was CCOB's representative on DRCOG, E470 and several other transportation related organizations. I was involved with RTD on numerous occasions both as a direct representative of CCOB and through participation on DRCOG and other organizations. This provides me with experience on issues and goals being faced by RTD as well as the Denver Metro area. Further, my council experience with these organizations also means I know the issues that we in the north metro area face and what we want to accomplish.

Why I wish to serve on the RTD Board and my goals for RTD.

I would appreciate serving on the RTD Board so that the voice of District I reflects the needs of our communities and that that voice is heard and listened to. The NW rail project has been an area of great consternation for us in Broomfield and Boulder counties. So the current question is still what do we want, what form of it will actually work for us and how will it get paid for and when will it be a reality. We all know that whatever we thought it would be in 2004 is not what it will be in 2020 and onward. COVID has not been good for our transportation goals, so how do we get bus and rail moving people efficiently?

Ridership experience with RTD.

Both my spouse and I used RTD to commute to our jobs prior to our retirement. We also used it afterwards to go to downtown Denver for nights out, meetings and other activities only available in downtown Denver. I must admit that since early 2020 we have not used public transit but do plan on returning to it as the COVID fades.

Thank you

David J. Beacom



Broomfield, CO 80023

To: RTD BOARD
Michelle Krezek
Chief of Staff

From: Hon. Tijani R. Cole JD, PhD

RTD BOARD MEMBER POSITION INTEREST LETTER

- o Tijani R. Cole

[REDACTED]

- o Broomfield, Colorado 80023

[REDACTED]

- o **Answers to the following questions:**

- Please explain your experience and expertise and how it would benefit District I and the RTD Board of Directors.

I am a lifelong Colorado resident who has had the opportunity to witness Colorado's growth and use of public transportation. I believe that my lifelong professional and private experience would serve the Commission well. I served in the District Court of Boulder for 17 years, and the Municipal Courts for the past 10 years. I have been heavily involved in education of middle school and high school students and thus, understand the issues young people have in utilizing the RTD system. I had led my HOA as President, and run my own law firm. I have also been a University professor for the past 30 years. So I believe that all of these experiences make me a strong candidate for the RTD Board position.

- Please explain why you want to serve on the RTD Board and what goals you have for service on the RTD Board of Directors.
- **I would like to serve on the RTD Board because I am passionate about the work that RTD does, and I am a strong believer in public transportation. I believe in a future where ridership is high and local driving is reduced.**
- Please explain your ridership experience on RTD.
- **I have been an active user of RTD my whole life. As a lifelong resident of Colorado, I have used RTD often, and have always thought about ways to improve the system and grow it. I have noticed that folks of lower incomes, mostly people of color ride use RTD in higher numbers and I would like to be an advocate for social justice on the roads and rails.**

Erik J. Davidson

[REDACTED]
Broomfield, CO 80023
[REDACTED]
[REDACTED]

Board of County Commissioners

1325 Pearl Street

P.O. Box 471

Boulder, CO 80306
[REDACTED]

September 27, 2020

Dear Commissioners Deb Gardner, Elise Jones, and Matt Jones,

After careful consideration, I am writing to submit my candidacy to serve as the RTD Director for District I.

I am an entrepreneurial business leader with experience guiding teams through uncertain times. I would like to deploy my expertise to help RTD identify and execute creative solutions to redefine its future.

RTD was facing problems before the COVID-19 pandemic crisis, including stagnating ridership, unfunded projects, systemic financial issues, and a suffering brand. Now, the pandemic crisis has exacerbated RTD's issues far more than anyone could have ever predicted or planned for.

It often feels impossible to invest in the future during times of crisis. The problems are so large, so frequent, and so immediate that thinking about what comes after the crisis is overwhelming. However, during these times, organizations must consider and choose their destiny more than ever. Allowing the daily stresses of a crisis to direct your organization leaves the inevitable change to luck; while leading an organization with strategic intention opens the possibility of emerging stronger and more effective than ever before. Now is the time to double down on reimagining RTD.

This is why I am asking to serve.

I have led businesses and teams that I have started and that I have joined. As an entrepreneur, I have frequently had to battle the odds by inspiring and working with teams to bring grit and creativity together to solve problems in innovative ways. I started a wireless technology company in 2008 just months before the Great Recession. I went on to lead that business for seven years, after which I joined the team of my largest customer.

Most recently, I was hired to be the CEO of a small business that provides signage solutions to local & regional small businesses. I stepped in to reimagine our business by: (1) bringing financial and operational discipline to the business; and (2) investing in strategic growth initiatives, including launching new products and rethinking our go-to-market strategy.

After serving as the CEO for only five months, a global pandemic brought the economy to its knees. Our sales pipeline was decimated overnight. However, I believed we had to accelerate rather than delay our strategic changes. With creative thinking and hard work, it was not long before we identified the opportunities available to us during the crisis such as: (1) renegotiating our supply chain; (2) increasing our focus on helping our customers grow their businesses with our products; (3) developing and launching an innovative product that would enable us to better compete; and (4) hiring newly available talent. I am proud that, thus far, our

business is not only surviving the pandemic crisis but has actually grown significantly in 2020. We are agile and patient. We are creative and disciplined. We are effective.

The Board of County Commissioners asked me to highlight: (1) what experience I have and how it would benefit District I and RTD; (2) why I want to serve and what goals I have for service; and (3) what ridership experience I have on RTD.

Regarding Deploying my Experience

I believe the financial, operational, management, and entrepreneurial experience I have leading businesses is highly relevant to RTD's needs at this time.

I am confident that I can quickly deploy my expertise and extraverted leadership skills to contribute meaningfully to the RTD Board of Directors. By being an effective Director working to benefit RTD as a whole, I can diligently and effectively represent the interests of District I.

The business I currently run as a CEO is part of a portfolio of businesses that share resources and investments. I serve on the Board of that portfolio. I must always advocate for the effective growth of the business I run while also ensuring that our portfolio as a whole succeeds. This is a delicate balance, and I think I would find a similar dynamic at play serving as the Director for District I on the RTD Board of Directors.

Regarding My Goals

I have always felt that public service is a high calling and that our free American society depends heavily on the willingness of passionate and skilled individuals to serve. For all of my adult life, I have envisioned finding a way to serve the public. This is a moment in time when I believe I can deploy my expertise to do just that.

My primary goal for serving is to bring creativity and grit to RTD. We have a lot of challenges facing us at RTD and in District I. We need hard-working, highly creative board members willing to think outside the box.

One issue that has especially caught my attention is the proposal to draw down the FISA to manage the financial shortfalls at RTD. With the information I have available to me now, I do not believe that is a good solution to RTD's financial problems. Depleting accounts intended for growth initiatives to solve short-term problems is tempting, but it is typically a lose-lose proposition: systemic problems are left unsolved, and future growth becomes impossible. I understand why RTD is considering this, but now is the time to be clever and not desperate. I am convinced that there are better solutions.

When I am faced with daunting challenges that seem insurmountable, I first ask my teams to decouple themselves from solutions and refocus on problems. You cannot identify or execute solutions if you cannot define what problems you are trying to solve and how you will measure success.

As RTD Director for District I, my first order of business will be to ensure that I properly understand the problems our district is facing. All of our constituents and all of our cities must be heard, and I will make that my top priority.

Are we trying to maximize transit equity? Are we trying to reduce CO2 emissions? Are we trying to improve budget stability? Are we trying to encourage transit-oriented development?

These are different problems with different metrics and counter-metrics. Of course, the “slam dunk” solutions are those that solve many problems at once. To find those, we must first revisit what we’re trying to accomplish and prioritize our goals. I will get crystal clear on our goals and then bring these interests to the RTD Board.

Regarding My Experience with RTD

I grew up in Colorado, but I spent much of my adult life in the Northeast. I relocated back to Colorado over four years ago. So far, I have limited experience as a rider of RTD’s offerings. For several years, I worked in Lafayette. As a resident of Broomfield, I was frequently able to take advantage of the bike path along the Coal Creek Trail to commute to and from work on my bike. When I did not bike, I had a short 5-mile drive on Dillon Road and 287 to and from my office.

I now work in Denver and have become increasingly aware of what RTD has to offer. I am excited about the opening of the N Line and look forward to taking advantage of the line when my commute resumes.

I was educated as an engineer and have worked as a product manager. I was trained to always use my products. Should I be appointed to the RTD Board of Directors, I will commit to regularly use RTD transit offerings whenever and wherever possible. I view this as an essential part of the job.

Personally, I would like RTD to increase its service through District I. My wife and I have lived in the Northeast. Having depended heavily on mass transit in the New York City and Philadelphia metro areas, we believe there are plenty of opportunities for District I to increase access to offerings. However, I am not interested in my voice. I am interested in the voices of the constituents in District I, which is why I will immediately and continually communicate with all of District I’s stakeholders.

I would like to serve as the RTD Director for District I only if I am the right person for the job. Based on what I have read, based on what I have learned from talking to people such as current RTD Directors, and based on my instinct, I believe I am a good fit and will serve effectively. I would welcome the opportunity to meet with you to ensure that I am indeed a good fit.

I look forward to exploring this opportunity with each of you.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Erik J. Davidson". The signature is written in a cursive style with a large, stylized "E" and "D".

Erik J. Davidson

Danielle M. Holmes
Longmont, CO 80501



September 27, 2020

RE: Application for RTD Board of Directors Representative from District I

To the Boulder County Board of County Commissioners:

I am pleased to submit my application for the position of Regional Transportation District (RTD) District I Representative. My ties to and success within District I and the State have relied on RTD and enabled me to:

- Become an advocate for economically marginalized people and provide testimony at the Colorado State Senate
- Complete my BA in Political Science at Metropolitan State University of Denver, and
- Pursue my Master of Public Administration at University of Colorado Denver, Auraria Campus

My Experience and Expertise Would Benefit District I and the RTD Board of Directors

I understand the critical role that RTD plays in connecting people with opportunity, to managing increasing demands on our roads, transit systems, and to meet the challenges of climate change. I also understand the nuance of executive engagement, the challenges of budget development and program prioritization, and that negotiation and representation are critical to maximizing the constructive impact of RTD.

For example, while serving as president of the student body at MSU Denver, I was able to save the University millions of dollars by helping them transition to a new and student-focused platform. Most recently, I chaired the Auraria Campus Complete Count Committee in partnership with the U.S. Census, which navigated the pivots needed to adapt to the restrictions imposed because of COVID 19.

Why Do You Want to Serve on the RTD Board, and What Goals Do I Have?

My lifelong goal has been to impact policies and legislation surrounding the issues of access for underrepresented populations. I have served in many community positions such as a yearlong internship as the Participant Advocate for the OUR Center in Longmont where I addressed issues such as affordable housing and the necessity of access to public transportation. I also testified to the Colorado State Senate about these same issues on behalf of the student population of the Auraria Campus. Every action I have taken, and every motivation exists only to serve and advocate on behalf of my community.

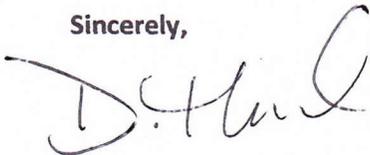
As an RTD Board Member, I aspire to be a voice for pragmatism and transparency. I understand that RTD faces a range of fiscal, organizational, and reputational challenges. From my personal path, to my educational accomplishments, and community recognition, I have developed the skills needed to address these issues. I KNOW that leadership is not easy, but I have PROVEN that courage, discipline, and the truth lead to constructive results.

My RTD Ridership

I relied upon RTD to complete my Bachelor of Arts in Political Science Degree at the Metropolitan State University of Denver. I have utilized RTD transport to advocate for low-income members of District I, and students in other districts. Before new learning environments imposed under COVID19, I knew that I could complete my Master of Public Administration on campus by relying on RTD. I understand the critical role that RTD plays in creating access to opportunity. I also understand the importance of safety, scheduling, and flexibility.

My experience, matched with my education, will provide the Regional Transportation District (RTD) Board of Directors valuable perspective and competence. My civic engagement efforts have been recognized by Governor Hickenlooper. I know how to advocate for the needs of my community. I know how to represent my community. I look forward to fulfilling the expectations and duties assigned when I am selected as the Regional Transportation District (RTD) District I Representative.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Holmes', written in a cursive style.

Danielle Holmes

Danielle M. Holmes

Longmont, CO 80501

danielleholmes629@gmail.com | 720-534-9594

PROFESSIONAL SUMMARY

Extensive leadership and community engagement resulting in representation and advocacy roles at the local and State level. Executive-facing decision making for budgets, service delivery and inclusion.

QUALIFICATIONS

- Direct RTD ridership experience to accomplish education and State-level advocacy objectives
- Broad-based RTD District I community understanding with expertise of economically vulnerable populations
- Elected leadership experience in education and social services
- Completing a Master of Public Administration
- Experienced Public Transport provider in Taxi sector

EXPERIENCE

Auraria Campus Complete Count Committee Chair

February 2020-September 2020

- Established Partnership with Local, State, and Federal Governmental Departments
- Established media campaign to promote the U.S. Census
- Led transition to online platform during COVID19 response

Metropolitan State University of Denver Student Government Assembly President

June 2019- December 2019

- Oversaw student activity events and planning
- Advanced student support through revision of the Constitution and Bylaws
- Managed budget allocation and fiscal planning for \$92,000 program
- Recognition of developing Issues pertaining to students
- Served on committees including:
 - President's Cabinet
 - Office of Enrollment and Retention Task Force
 - Budget Task Force
 - Student Affairs Student Advisory Board
 - Blackboard Review Committee/ LMS Scoring Member
 - Grade Review Committee

Outreach United Resource (OUR) Center, Longmont

Participant Advocate/ Internship

May 2017- June 2018

- Initiated and facilitated a Participant Committee to work with OUR Center leadership and local government
- Administered participant survey and presented findings to the Board of Directors

Caring Hands Healthcare Solutions

Senior Operations Manager

September 2015-May 2016

- Supervised office operations including performance audits
- Maintained human resource staff by recruiting, selecting, and employee orientating

Independent Taxicab Owner/Operator

September 2007-April 2008

- Picked up passengers in high traffic areas, or at prearranged locations and taxi stands
- Effectively communicated with dispatchers to exchange information and receive client requests
- Trained, managed, and coordinated the activities of two additional drivers

Real Estate and Sales Experience

2003-2006

- Planned and directed staff training and performance to ensure profitability and client satisfaction
- Monitored customer preferences to determine the focus of sales efforts
- Advised clients on market conditions, prices, mortgages, and legal requirements
- Created a successful subscriber retention campaign

HONORS AND RECOGNITION

Keynote Speaker, SPAN Boulder	2020
Roadrunners Who Soar Award, MSU Denver	2020
Keynote Speaker, OUR Center Longmont	2018
Engaged Leader Award, National Society of Leadership and Success	2018
Certificate of Scholarship, Amico Cares-NLHA	2018
Certificate of Appreciation, OUR Center	2018

EDUCATION

Master of Public Administration	University of Colorado Denver	Expected-2021
B.A., Political Science	Metropolitan State University Denver	2020
EPIC Scholars Program	Metropolitan State University Denver	2018- 2020
Urban Leadership Program	Metropolitan State University Denver	2018- 2020
Associates of Arts and Science	Front Range Community College	2018
Dean’s List		2015

TRAINING AND CERTIFICATIONS

Focused Conversations; Family Leadership Training Institute	2020
Civic Engagement and Leadership; Family Leadership Training Institute	2018
Licensed Virginia Real Estate Agent; Moseley Real Estate School	2005
Microsoft Office Certification; Germanna Community College	2001

COMMUNITY ENGAGEMENT

Longmont Sustainability Coalition	2019-Current
Boulder County Delegate at Colorado State Convention	2020
Our Center Longmont Internship	2017- 2018
State Student Advisory Council Member Representing FRCC	2018
The National Society of Leadership and Success, Community Service Chair	2017-2018
Great Expectations Volunteer; Germanna Community College	2014-2016
Motivational Speaker; Goodwill Industries	2016

[REDACTED]

From: [REDACTED]
Sent: Monday, September 28, 2020 12:45 PM
To: Krezek, Michelle
Cc: [REDACTED]
Subject: RTD position

Michele,

I would like to throw my hat into the ring to be considered for the RTD District I Director position to be chosen by the Boulder County commissioners....

Dear Commissioners,

Some of you may know me, some may have even shared a podium with me at a Candidates Forum. I would like to be considered for the RTD District I Director appointment.

First, my qualifications:

My AOC in the Army was 88A (Transportation Corps – TC). I spent two years learning how to move people and equipment quickly and efficiently (if not as economically) as I could. I spent 12 years on the Left Hand Water Board, elected three times until I was term limited. I have been a candidate for Sheriff, Commissioner and State Senate in past years. I am very aware of, and somewhat connected to, local governments in District I. I am not a political novice.

I am an Eagle Scout and a former Scout Leader and have been contributing to my community for many years. This is the main reason I want to serve on the Board...to serve my community. I have recently disposed of most of my business and my family is much less of a concern now, so I find myself with some time to spare. I am an Ecologist by profession and will bring a critical yet knowledgeable and environmentally oriented eye to the Board.

My goal is to strongly and fiercely (but fairly) represent District I and try to see that we get our rightful RTD benefits and services. To do this economically and responsibly is the key. I am a socially liberal but fiscally conservative candidate. I hope to bring a healthy dose of Common Sense (a show I hosted for several years on CCTV Channel 54) to the RTD Board.

As for my RTD experience. I have, of course ridden the light rail and bus system locally. However, I have also had occasion to use many other Public Transportation Systems: New York City, Boston BMT, New Orleans (home of the Freret Jet and

Streetcar named Desire), San Francisco BART, Paris Metro, London Underground. IMHO, RTD doesn't measure up to these sorts of systems, but I feel it should. I had a good friend and neighbor, who for many years wanted to take the bus from Lafayette to Boulder to work. However, the first bus was too late and the last bus was too early for him to be a regular. He really wanted to be environmentally sustainable and not drive his car every day. He said there were others at NCAR who also felt that way. Sometimes its those who ***don't*** ride that have valid input.

I would be glad to discuss or clarify any points or ponder new ones, should you consider me worthy of consideration.

Thank you,

Bo Shaffer

[REDACTED]

Longmont, CO 80504

[REDACTED]

Bo Shaffer
Planetary Ecologist
Water Consultant

Rep. Jonathan Singer, MSW

Longmont, CO 80501



9.28.20

Michelle Krezek / Boulder County Commissioners
1325 Pearl St.
Boulder, CO

To whom it concerns:

Thank you for the opportunity apply for the RTD District I position. As Longmont and the remainder of the District are facing draconian cuts, I hope my knowledge of government finance, as well as my ability to collaborate across diverse cultural and ideological lines weighs into your consideration for this position. Below are the answers to the questions asked on the online form.

- **Please explain your experience and expertise and how it would benefit District I and the RTD Board of Directors.**

This board position needs a candidate who is familiar with the process and can hit the ground running to get the best outcomes for a highly neglected district. The candidate who attains this position should be a vocal, knowledgeable, and effective advocate for the District and Boulder County as a whole. As a lawmaker, I became one of the most prolific productive bill sponsors. As a social worker, I spent my time working to help residents attain food or housing security. In both careers, I could not have been successful without listening, collaborating, and finding innovative solutions for old problems.

As a lawmaker and former Chair of the Local Government Committee, I formed positive working relationships with Mayors, Councilmembers and County Commissioners across the Front Range. I would ideally be able to leverage those relationships in Broomfield, Adams, Denver, Jefferson, and Douglas Counties to build a more transit system.

My interest in mass transit began as a petition signature gatherer for FasTracks in 2004. Since then, I have been closely watching and working to understand the process that has led to the lack of adequate service to Longmont. In fact, one of my first acts as an elected official was to address the RTD board at their board meeting to advocate for completion of the Northwest Corridor.

We know that the current board outside of Boulder County is not feeling the same pressure from their constituents on completion of Northwest Rail. District I needs a collaborative, effective, hardworking advocate on the board. While at the Colorado General Assembly, I was able to author and pass over 100 pieces of legislation on some of the most complex issues our state faces. I was able to lead the charge in directing hundreds of millions of dollars into behavioral health and affordable housing. We did so often with help from people across political, ethnic and geographic boundaries.

I was able to be effective in government by sharing my on the ground experiences as a caseworker, as well as persistence and commitment to fairness. As someone who took RTD for several years on my commute to Denver, I know the challenges riders experience. As a lawmaker, I was always committed to public accountability and access. We held town halls at different times and locations and even began including translators, childcare and food to ensure people with young families and Spanish-speaking individuals were included.

If appointed to District I, I would bring those same skills and qualities to the RTD Board.

- **Please explain why you want to serve on the RTD Board and what goals you have for service on the RTD Board of Directors.**

There are a number of priorities for District I include ensuring that service cuts are held to a minimum during the downturn, the State Highway 119 project is able to be completed, and that Northwest Rail funds are protected in a way that speeds up to completion of RTD's commitment to this corridor.

If new federal grants are discussed like the 2009 ARRA, we need to ensure that those dollars can be used for completion of Northwest Rail. This will mean advocacy at the federal level early on to lobby Congress on the Northwest Corridor's unique needs. We also need someone who knows where Amtrack and Front Range Rail might be interested in collaboration.

In terms of opportunities, we need to have an ardent advocate to evaluate the RTD systemically. This includes business process analysis, public transparency and engagement, and renewed focus on equity across racial, ethnic, age, geographic, and economic boundaries.

For example, RTD currently has a \$22 million contract with a private security firm. RTD (as discussed by Director Lewis) could start a public engagement process to talk about how those dollars are being used, the disproportionate impacts on communities of color, and how to better address security needs that oftentimes stem from lack of affordable mental healthcare and housing. A smaller investment in social services would likely save money on security, and build greater community trust.

- **Please explain your ridership experience on RTD.**

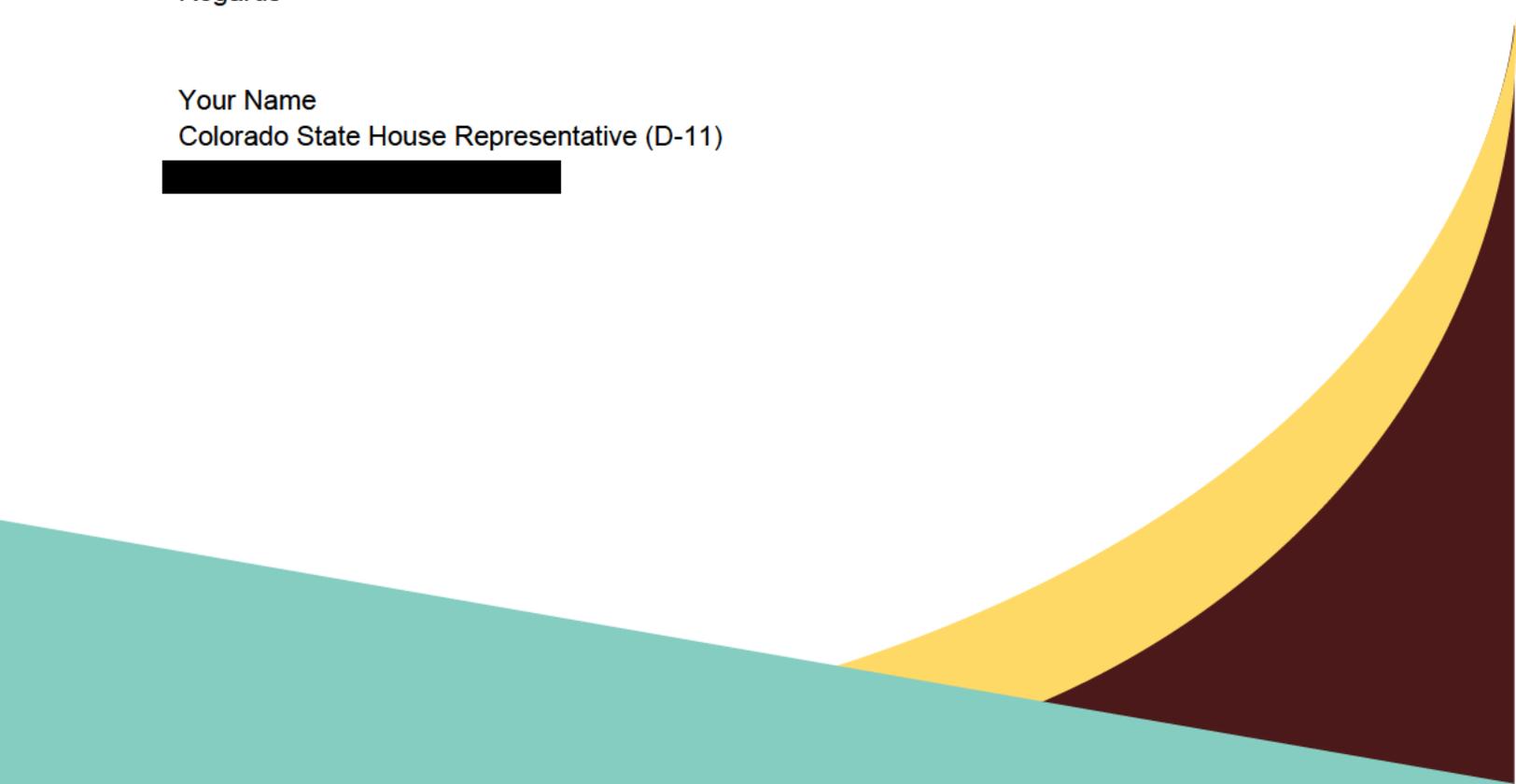
If we are going to decrease our carbon footprint, decreasing car trips are going to be significant part of our community's response. Because of that, I have been an RTD rider for 30 years. When I worked for the City and County of Denver, I was a daily commuter on both regional and local routes to save money on gas. As the route schedule and my work schedule changed, I became a less frequent rider but still enjoyed the City of Longmont's free ridership service. As a product of Boulder Valley Schools, the bus and bike system were robust enough, that I delayed getting my driver's license until I was 23.

That being said, infrequent regional routes and unreliable local service was an eye-opener for me. I worked in one of the more dangerous parts of Denver without an easy walking route to my regional bus. As I waited on cold winter nights with my clients, I felt lucky that I didn't have to worry about an armful of groceries and or children in tow. We talk about multi-modal transportation, but we need to recognize that some people use the bus as their only mode of transportation. It took me nearly two hours to get to work traveling from Longmont to Denver Human Services. There were some parts of Denver where it took two hours to get from one side of town to the Human Services building. When we are considering route changes or route cuts, we need to be cognizant that many elders, people with disabilities, and those who cannot afford to drive can be disproportionately cut off from essential services. Also, there is no substitute for understanding where people are at in life, than riding the bus with them.

Thank you again for the opportunity to apply and I look forward to many more thoughtful productive conversations to fight for District I's fair share.

Regards

Your Name
Colorado State House Representative (D-11)



To Michelle Krezek:

Hello, my name is Kristian Vaswig. I am 31 years old, live in Longmont within the boundaries of RTD District I, and would like to submit my interest in the vacant RTD Board Director position.

Please explain your experience and expertise and how it would benefit District I and the RTD Board of Directors.

I have lived and worked in Boulder County for the last 21 years – with the majority of that being in or very near to District I. Having grown up here, gone to school here, and working here has given me a truly unique perspective on both the transit options and how things are changing in our wonderful state.

While I currently run my own commercial art business (fulfilling large-scale public and private buildings art needs) my background is in residential and commercial project management. I have worked as the project manager for several RTD M/WBE subcontractor projects – including at Civic Center Station in Denver and the Olde Town Arvada Station.

This culmination of distinctive experience and a deep understanding of the transit challenges facing my district will greatly benefit the citizens and ridership of District I as they will have someone representing them that will fight for the changes and services that we desperately need to accommodate our changing district landscape.

Please explain why you want to serve on the RTD Board and what goals you have for service on the RTD Board of Directors.

I truly believe that the best change for a system comes from within, when interested and dedicated people become part of the solution. I think that there are many issues facing our district that RTD needs representation for. This includes:

- Northwest Metro Line/Fast Tracks
 - Along with many others, I have been paying a tax since 2004 for an alternative transportation system to Denver that is now projected to be 40+ years behind schedule and other board members are now discussing using hundreds of millions of that tax money for other “more pressing” projects. This is unacceptable and District I needs better and more viable options in the near future for transportation to Denver.
- Climate Change
 - I think RTD is in a unique position to effect change in our State about how we approach and attempt to combat climate change by reducing single passenger vehicles where possible and providing a clean alternative. Within the fleet and organization itself we

need to be vigilant about opportunities to enact programs and changes to reduce emissions and lower our carbon footprint. This could also include a more dynamic “clean” fleet vehicle size that services more routes for more people.

- Increasing Ridership Among Larger Demographic
 - RTD does not seem to have specific ridership demographics available, however, I know from experience from myself and within my own peer/age group that for those that live outside of the Denver Metro area RTD is not seen as a viable alternative for transit. I would very much like to increase availability and selection to combat this and lure more riders out of their cars and onto RTD options.
- Increasing Viability of Options
 - In tune with my above point – RTD is not a viable commuting option for many people. I used to work in Lafayette. Commuting via car took 31 minutes each way. Using the bus took 2 hours and 20 minutes each way. This is not a standalone scenario. We need more options and services in District I in order to increase ridership. We seem to be in a self-defeating cycle where we have limited services, and because we have limited services we then see lower ridership, and because we see lower ridership we then further cut services etc. I would be a central goal of mine to reverse this trend!

Please explain your ridership experience on RTD.

Growing up I took RTD more extensively when I did not own a car. Due to the lack of options or the sheer increase in time spent to use RTD (see final bullet point above) this became a far less viable option.

When I am in Denver I use RTD Light Rail and the various bus lines from Union Station as they present a cost effective and viable alternative to car transportation.

I would very much like to work to lower the time investment to use RTD in District I where it currently seems to be sitting at 3-5x car commuting.

Thank you for taking the time to consider me for the vacant RTD Board Director position. I believe that I have both the experience and the mettle to bring effective representation to District I. Looking at the current makeup of the Board, I feel that having someone in their 30s would bring a different prospective and positive diversity to the current makeup.

I very much look forward to hearing from you,

Kristian Vaswig

Dear Boulder County Commissioners Deb Gardner, Elise Jones, and Matt Jones,

My name is Austin Ward and I am writing to be considered for the District I directorship on the RTD Board of Directors. [REDACTED]

[REDACTED] I currently reside [REDACTED] Broomfield, CO 80021.

I have used RTD almost exclusively for my transportation needs for many years. I started riding RTD in 2014 as a University of Colorado Boulder freshman, and I have been riding ever since. RTD has been my ride to sports games like the Rockies, Broncos, and CU Buffs. It has been my ride to concerts and outings with friends across the metro region, and since moving to Broomfield RTD has also become my preferred mode of transport to and from work. For me personally, RTD has provided a good service, with a few exceptions, but many people do not share the same level of service that I experience. As a current RTD Bus Operator, a position I have held for nearly 4 years, I have heard from riders in District I about how inconvenient RTD is for them to get almost anywhere. For those that live toward the periphery of the District's boundaries, such as Longmont or Broomfield, service is either limited or nonexistent. Many times, it takes too long to get where you need to go using RTD but it does not have to, nor should it be that way.

I want to be District I's Director because I want to help make transit more affordable, more accessible, faster, and easier to use for everyone. I believe my experiences and education have not only given me the knowledge and tools I need to effectively implement the goals I wish to accomplish, but would help the Board of Directors make RTD better to ride, work with, and work for.

After graduating from CU, I attempted to create a bus company that would provide scheduled bus service between Denver, Broomfield, Boulder, Lyons, and Estes Park. Listening to the needs of Estes Park's residents, town staff, and elected officials, as well as the needs of the Denver metro region, was critical for me to collaborate with city and county elected leaders, DRCOG, RTD, and CDOT. Their input helped create a service plan that was convenient, cost effective, and easy to use for everyone. I believe collaboration and advocacy are two of the most important tasks that a Director has. District I's Director is there to advocate for his constituents' needs and to do that takes collaborating with a variety of people and groups. My experience trying to start a regional bus company facilitated my acquiring greater collaboration and advocacy skills.

As I was collecting signatures for the RTD Director position, the second biggest complaint I heard from District I residents and officials was that RTD was not listening to them and their needs. I will apply to this directorship the communication skills that I learned in college and my proposed business venture, so I can advocate for my District's needs and collaborate with stakeholders in District I. I will help broker better and stronger relationships between RTD and our District's numerous elected officials and work with other directors, elected leaders, and stakeholders outside of District I to accomplish our shared projects and goals.

I have a unique perspective into the operations and procedures of public and private transit companies, particularly RTD, due to my roughly 4 years' experience driving with RTD and attempting to start a bus company. Being a bus operator has allowed me to interact with

District I's passengers in a way that many cannot, and I have seen how some of the policies or ideas that are implemented look good on paper but aren't so practicable in action. Being an employee not only reduces the amount of time I need to become familiar with RTD's operations but will bring a new perspective for other board members and senior management to consider when making decisions.

It is necessary for a Director to understand our economic and business decisions and how they affect RTD and our communities, as well as being able to ask the right questions. My B.A. in economics and business minor from CU Boulder has equipped me with the necessary tools and background to understand the information presented to the Board of Directors so educated decisions on the issues facing RTD now and in the future can be made.

As Director for District I, I have five major priorities. Number one, I want to shift the planning of local transit services from RTD to municipal transportation planners, with the option for cities and counties to provide matching funds to enhance service. RTD provides very good intercity and regional services, but many of District I's local services are lacking. I believe District I, as a region, could serve as a template for this concept.

Second, the biggest complaint I have heard while driving and collecting signatures was about the slow progression of FasTracks. District I has two incomplete rail lines: The B line and the N line. FasTracks is essential to our region's growth and transit development and I believe RTD has a contractual obligation to complete all projects. I will work diligently and enthusiastically with local, county, and state elected officials, northwest and north metro business stakeholders, and District I constituents to promote completion of both rail lines in a timely and cost-effective manner. To complement these rail lines and induce transit ridership I

will advocate that RTD augment bus services along the SH 119, US 287, and SH 7 corridors, for example.

Third, I will introduce resolutions to rapidly transition RTD into a greener company. For example, all new vehicle purchases will be 100% clean energy powered (either all electric or hydrogen fuel cell), and solar panels will be installed on the roofs of our bus garages, and other potential structures, to reduce RTD's reliance on grid power. Some solar companies have no-cost financing options that will allow RTD to trade its savings on energy usage for an initial investment that is lower or non-existent. Also, RTD would benefit by reducing consumption of paper with further computerization of operations.

Fourth, I want to eliminate the zoned fare structure. Every route, except express and airport services, will be subject to the local fare. Express routes will feature a slightly higher fare than all-stop services, and the airport routes will be charged a higher but still significantly lower fare than is currently charged. RTD's fares are some of the highest in the nation, which deters people from riding and financially hurts those who depend on RTD the most.

Finally, I want to facilitate better cooperation between RTD, local and county governments, and other transit agencies. Interagency cooperation and fare integration will ensure a comprehensive transit network, while expanding cost and operational efficiencies for all parties. Partnering with Transfort and Bustang to expand and create new services along the SH 119 and US 287 corridors, which see a significant number of vehicles coming from outside the RTD service area, is one such example.

We are in a time of great change, and the RTD Board of Directors would benefit from someone who understands transit, uses transit for a majority of their travels, and has a true

passion to help make transit in our region better. As a 24-year-old RTD bus operator, who uses public transit almost exclusively, I believe my education, experience, and passion for public transportation will be extremely useful to District I and the RTD Board of Directors, especially as society adjusts to the challenges presented by the COVID-19 pandemic. Thank you for taking the time to consider me and I look forward to meeting you all for an online interview.

Sincerely,

Austin Ward