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Current occupation: Senior Project Manager/Civil Engineer

1. Motivation -- Why did you choose to run for the BART Board?

I care about quality public services. I have spent nearly 30 years working as a Civil Engineer for one of the Bay Area's premier communities and want to apply my experience and knowledge to help lead BART in the 21st Century.

2. Please give a summary of your background and qualifications for the office of BART Board.

Former Union City Planning Commissioner

Licensed CA Civil Engineer

27 years of service with the City of Palo Alto

Past Board President of the Palo Alto Federal Credit Union (now merged with San Mateo Federal Credit Union)

Leader of Save our Hills Committee which has preserved over two election cycles 60 acres of open space in Union City

Extensive experience working with elected and appointed public officials and professional city staff, consultants and contractors

3. (For incumbents) How would you assess your own job performance? Please give some specific examples of accomplishments and setbacks?

Not applicable

4 How would you go about leading change that would result in better coordination between BART and other transit providers, especially AC Transit? What could BART do to improve its coordination?

I would create a standing working group of Mayors, senior officials from both the BART Board and AC Transit Board who would meet regularly to discuss ongoing coordination, management and operating issues between the two agencies with regular reports out to the formal Boards on a regular basis.

BART could improve coordination through:

- Direct ongoing dialogue between the BART Executive Director and Executive Directors of AC Transit, MTC and other transit orientated partners such as CALTRAIN, VTA and others
- Total transparency in terms of sharing information about ongoing initiatives and more particularly information that could either positively or negatively impact other transit providers. Before any implementation there should be dialogue and discussion to ensure no duplication of effort, no or minimal transit impacts on other agencies and vice versa on BART

5. Please discuss your priorities of investing in the expansion of BART vs. investing in maintenance of the existing core system. What is your position regarding various proposals for expanding service to Livermore (and/or beyond); further into Contra Costa County (for example, Brentwood); or elsewhere. What is your position on a Bus Rapid Transit connection to Livermore?

My view is BART needs to get back to the core issues that impact riders. Thus, my priority would be greater investment in public safety services as riders who do not feel safe are not going to ride the system. Also, I would focus on investing more funding in ensuring stations and BART transit cars are clean and devoid of trash, filth and dirty needles all highlighted in several local news stations articles and TV segments over the past 12 months. I believe BART has spent too much time and financial resources on expanding to new areas while disregarding the rider experience as it relates to public safety and the rider experience in terms of clean and safe stations. Also, BART needs to find ways to deal with the current overcapacity of the system. This would in part be addressed with implementation of the new BART transit cars which have been delayed repeatedly. BART needs to get the basics done right before looking to expand to Brentwood. I do support the bus transit connection to Livermore but eventually a BART system simply because of the untenable traffic leading into Fremont/San Jose.

6. What would you do to ensure that a boondoggle project (like the Oakland Airport Connector) would not happen again? The federal govt pulled \$70 Mill from the Oakland Airport Connector project since it would disproportionately affect protected groups in violation of Title VI. BART is currently proposing to begin service one hour later, at 5am instead of 4am. What will you do to ensure the rights of riders that depend on that service are protected?

First, I would not vote to support such a project without quantitative data and a detailed fiscal analysis before voting on such a project. I would work with the Board and management to put in

place a thorough systematic process for vetting major capital projects so the issues associated with the Connector do not occur again. If there is not already an after action (lesson learned) report detailing what went wrong with the project, then I would encourage such a report be done to ensure future capital projects do not make the same mistakes.

I have no information on which to base a response to the change to 5 a.m. from 4 a.m. Perhaps ridership is low, perhaps there are issues with train availability etc. I would need more information to address this question adequately.

7. Are you satisfied with employee safety? If not, have you any proposals to increase employee safety? Please include your thoughts and proposals regarding employee safety, including Train Operators' workplace injuries, and assaults on Station Agents.

No, as I believe the public and employees should be addressed equally. Train Operator workplace injuries and Station Agents assaults could be prevented with additional security staffing after reviewing adequate information about these injuries. A zero tolerance for violence is my top priority.

I would emphasize again that I would make my #1 focus Public Safety not only for BART riders but by extension those who serve to provide services to BART riders.

8. BART has claimed a need for \$17 billion moving forward in order to keep facilities in a state of good repair. Briefly discuss your budget priorities for generating revenue and balancing the various expenditure needs (ongoing operating costs, maintenance needs, investments in capacity increase and extending the system). Are there areas you feel BART should look at reducing costs?

I would focus as a Board member on ensuring the basics. Meaning? BART budget priorities should focus first and foremost on ensuring the current system is safe and reliable. Stations and BART transit cars and stations are clean. BART's focus should be on ensuring the proper level of maintenance investment is being done year in and year out. I am sure there are quantitative and detailed reports on what the level of maintenance should be and one of the first things I would focus on is BART investing in basic maintenance to the level required and if not, then why not and how can we ensure a focus on this basic core item to ensure the rider experience. There is too much focus at BART on expanding the system at the expense of the core system. This must stop. As to reducing costs, there are several methods none are easy as most BART employees are part of an organized labor bargaining group. Most of BART costs are tied to labor costs. While I as a Board member would work toward reducing costs to the extent possible, given this significant challenge including looking at new pension and health care tiers for new employees, greater employee participating in payments of pension contributions and all of these have to be negotiated. Thus, I would focus as well on new revenue opportunities by creating more transit orientated development around BART stations that could generate revenues.

9. What is your opinion of the MTC and its funding priorities for transit?

MTC has almost an impossible mandate in trying to meet the requirements of the first the 3 largest cities in the Bay Area: Oakland, San Francisco and San Jose and also meet the needs of the hundreds of other public agencies in the Bay Area. Unfortunately for MTC while it has great influence and power to allocate transit dollars it does not control directly the numerous other transit agencies in the region. In summary, I think MTC is doing the best it can within the incredible constraints and barriers it faces and transit priorities must be funded within the strategic planning process over other needs for substantial progress.

10. What will you do to ensure that housing development on BART-owned properties provides below market rate (i.e. "affordable") housing, allowing low-income folks (who are the most transit dependent) the ability to live within walking distance to BART?

I will advocate for this policy statement meaning all housing development on BART owned properties include a provision that a certain # of units be allocated to very low, low income families. Taking an in-lieu fee as a substitute for providing affordable housing is not acceptable.

11. What will you do to expand "owl service" or to run BART 24hrs per day, as is done in NYC?

I would not encourage late night services simply due to the additional noise pollution and lack of service demand.

12. What do you think about the pilot plan for bikes on BART at all hours?

I fully support pilots/ trials that are subject to the quantitative data. Impacts favorable or unfavorable will determine whether to make such a trial permanent or not.

13. Do you believe that public sector unions should have the right to strike? Please explain your answer. As an elected Director, what is your role in regard to contract negotiations? If elected, what will you do to ensure good faith bargaining efforts on the part of District Staff? What role do you believe the media should play during negotiations? BART engaged in negative campaigning against its employees in the 2013 negotiations. Do you support such messaging, and if not, what would you do to reverse that? What will you do to improve relations with workers at BART? What would you do to ensure the voice of workers is heard, as well as that of management? Will you oppose two-tier systems in pay or benefits, including pensions, at BART?

It does not matter what I think about whether unions have a right to strike or not, this is governed by existing law. As an elected BART director my role is to set policy parameters for

negotiations not get involved in the day to day negotiations. Good faith bargaining is required under state law. There is no direct role for the media in negotiations.

It is your opinion BART engaged in negative campaigning and I will leave it at that and not comment as this is your opinion. Meanwhile, I support good faith bargaining with public sector unions respecting the rights and responsibilities of both parties to reach consensus. As a matter of policy, I will evaluate carefully all the data that impact the negotiations coming up and determine then what policies I may or may not support to reach consensus as it applies to pensions, health care and other benefits and compensation.

14. Please give an example (if applicable) of when you took a position different than management's position. Please describe how you, as a Director, will be independent from management.

First and foremost my role is policy direction. Policy direction may or may not support management. My role is to think first about what I think is best for those who are BART customers. How can we as Board Members do all we can to create the absolute best transit experience for our customers?

15. How can you help strike a better balance between community service police and BART police, in terms of safety and funding?

As referenced earlier I believe BART needs to focus first and foremost on the public safety of your BART riders. This is fundamental. If riders do not feel safe, they will not ride BART period. If BART can implement a comprehensive volunteer community policing model as have many of the communities served by BART I would welcome this effort. The more eyes and ears on BART the better.

16. BART has implemented some reforms for BART police since Oscar Grant. Do you feel these changes are adequate or more should be done?

No, it's clear more must be done so that using force is the last resort. I support having full time BART police at key transit stations with the most significant public safety issues.

17. What are your thoughts on having an armed BART police force?

BART police are already armed and can combine efforts with local agency police departments to target areas where preventive measures are paramount. A police presence can often deter crime.

18. Other ideas you have to provide better service? (To reduce noise?) The best transit experience is to have well maintained, clean stations and trains at affordable rates/fares. Making

transit the ideal choice is to make transit affordable. For example, reducing the noise pollution inside and outside of the trains is essential for user comfort and is part of on-going maintenance that must be kept to level that avoids deferred maintenance creating the noise issue to begin with. Investing enough funding for staff and maintenance is core to our ridership experience.