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**GENERAL INFORMATION**

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**What qualifications do you bring to this office?**

I will bring a unique set of skills to the office.

**Management Experience**

During my 35 years in investing and business management, I have served on more than 50 corporate boards and over 100 subsidiary boards, and have held the role of CEO, COO, or CFO on more than 25 separate occasions. I have run both small and large-scale businesses, managed thousands of people, developed and executed hundreds of strategic and financial plans, and raised billions of dollars from institutional investors and commercial banks. My investment experience spans industries directly relevant to Santa Monica's challenges: tourism, hotels, retail, restaurants, grocery, renewable energy, financial services, infrastructure, and city and county planning consulting services.

**Financial Management and Oversight**

My business experience has given me unusually broad financial management and oversight capabilities. I will bring to the City a level of measurement, transparency, and accountability that has not previously existed in Santa Monica. Within the first six months of my involvement, the City will have a long-term budget and cash flow forecast that can be relied upon as an actual management tool – not just a backward-looking audit letter. I will also bring private-sector financial planning tools and forecasting techniques to city staff immediately, which will materially improve the accuracy and timeliness of the City's financial decision making. There will also be some very specific, and highly nuanced restructuring situations that require specialized expertise – the Santa Monica mall being an obvious example - and I have substantial experience in financial and debt restructurings that will serve the City well.

**Senior Leadership**

No candidate currently running for City Council has held senior leadership roles in large, multinational companies of the scale that I have managed. I have developed leadership and consensus-building skills in the high-stakes environments where entire communities depend on sound decisions – and where fiduciary responsibility to institutional investors demands rigorous accountability. Those leadership skills are directly transferable to city governance, and I intend to use them.

**Personal Background and Values**

My professional qualifications are only part of who I am. I was raised by humanitarian parents in some of the world's poorest countries – Tanzania and Lesotho – and it wasn't until I returned to Canada as a teenager that I fully understood our family's economic circumstances. What I did have was the safety net of Canada's public education system, which made it possible for me to attend university for less than CAD \$5,000 over four years. Without that, my trajectory would have been entirely different. Those experiences gave me a deep and personal understanding of what fairness, access, and social investment actually mean in people's lives – not as abstract policy goals, but as lived reality. They are the foundation of my values, and they inform everything I would bring to this office.

**Community Involvement**

Beyond my professional experience, I have been an active member of this community for over 20 years. I serve as a board member, coach, referee, field manager, and divisional commissioner for AYSO Region 20 – responsible for approximately one-third of the City's permitted youth sports field use.

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**Why am I running?**

I am running with a specific mission: to fix Santa Monica’s finances so that this city can once again be what drew me here in the first place – one of the most socioeconomically diverse and livable communities in America.

Santa Monica is in financial distress, and residents are not being told the truth about it. The 2026 budget projects \$477 million in revenue while spending \$512 million – a deficit of more than \$35 million – built on revenue assumptions that require a 15% increase in hotel receipts from a hospitality sector that has still not recovered from its collapse. Tourism is down more than 50% from 2019 levels. Retail spending, in inflation-adjusted terms, has fallen more than 43% from its peak. The City is currently funding its deficit through land sales which is the fiscal equivalent of burning furniture to keep warm.

I would not be running if I didn't believe these problems are fixable. They are. But fixing them requires leadership willing to be honest about what the numbers say and experienced enough to do something about it. When the City's finances are restored, everything else becomes possible again: deeper investment in affordable housing, a Great Park at the airport, downtown residents are proud of, programs that allow Santa Monica to remain the kind of place where teachers, nurses, and service workers can actually afford to live.

**What are the top issues of your campaign, and how do they differ from other candidates in this race? How do you plan to address those issues once elected?**

My campaign centers on one foundational conviction. You cannot solve Santa Monica’s problems – homelessness, housing, public safety, downtown decline—without first being honest about what the city can afford and building the financial foundation to fund real solutions.

My top priorities are:

1. **Fiscal transparency and financial discipline.** Within the first six months, I will work to give the City a genuine long-term budget and cash flow forecast – something it currently lacks. I will push for budget reporting that residents can actually evaluate, with clear benchmarks and honest variance analysis. The City's current practice of citing backward-looking audits as evidence of financial health is misleading, and I intend to change it.

**2. Economic recovery.** My goal is to add \$30 to \$50 million in annual incremental tax revenue to the City within four years – not through new taxes on residents, but by restoring the conditions that make Santa Monica's economy work: reduced crime and homelessness in commercial areas, a rebuilt tourism sector, and a downtown with enough residents and foot traffic to support thriving retail. Santa Monica's hotel revenue per available room has fallen 12% since 2017 while Beverly Hills grew 21%. That gap represents recoverable revenue, and I have a plan to recover it.

**3. Homelessness and public safety.** These are connected problems. Santa Monica has the highest rate of homelessness of any beach city in Southern California, and it is directly suppressing the economic activity that funds everything else. I support a Housing First model – but only one paired with treatment engagement. And I believe that for the next 12 to 24 months, expanded policing is necessary to get crime levels down to a point where sustained prevention-based strategies can take hold.

**4. Housing and affordability.** I support accommodating significantly more housing in Santa Monica – concentrated downtown and along commercial corridors – while protecting existing rent-controlled tenants. I also have specific, previously undisclosed strategies for recycling rent-controlled units and creating community-based financing mechanisms for affordable housing that I will bring forward once elected.

**Please list all endorsements received to date (individual and organizational).**

I am an outsider to Santa Monica's political endorsement ecosystem, and I am honest about that. I have focused my energy on building grassroots support and earning the trust of community members who know me from my work — through AYSO, through the Pier, through the business community. I am supported by more than 100 CEOs, CFOs, and board members across Southern California (a list of whom I am happy to provide upon request). Given that we are still relatively early in the cycle with the filing period over a month away, many organizations haven't officially started their processes. I am actively pursuing additional endorsements and expect to announce more as the campaign progresses. These endorsements include community and labor endorsements, endorsements from other progressive groups, etc.

**How long have you lived in Santa Monica? Where else have you lived?**

My business started in Santa Monica in 2001, and I have lived here since 2005 — over 20 years. Before that, I lived in Brentwood from 2002 to 2004. Prior to moving to Los Angeles, I lived in New York City from 1993 onward. Before coming to the United States, I was raised across several countries, reflecting my parents' humanitarian work: Tanzania (1971–72), Lesotho, Africa (1976–78), and various cities in Canada including Ottawa, Oakville, Calgary, and London, Ontario. I also lived briefly in England and Germany, and spent a year in Seoul, Korea in 1991.

**Will you pledge to serve on City Council for your entire four-year term?**

Yes.

**What is your history of watching, attending, or speaking at Santa Monica City Council meetings? (If incumbent, prior to your own service.)**

I have watched countless City Council meetings (many during Covid), and I've attended and spoken on occasion as well. I've also dug through the staff reports, the city's finances, etc. I've followed council issues closely even when not in attendance and am very well-versed on the issues.

**CAMPAIGN FINANCE**

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**How much money have you raised for your campaign to date?**

Approximately \$40,000 through donations and a \$25,000 personal contribution, for a total of \$65,000. I focused initial fundraising into a concentrated 48-hour period and believe this is sufficient for the current stage of the campaign.

**How much do you intend to raise by Election Day 2026?**

I believe I could raise more than \$100,000 through donations if I focused intensively on fundraising, and I would consider matching that amount personally. My current budget does not require that level of spending, but I will scale up as the campaign develops. My focus currently is grassroots organizing, connecting with and speaking to as many Santa Monicans as I can.

**Candidates for local office often choose not to take campaign contributions from particular types of organizations or industries who are out of step with their own values. Are there any such sources from which you would decline donations? If so, which?**

To date, I have only taken donations from individuals that I have a personal relationship with or one degree of separation. I will not accept any money from anyone who could seek to influence my decisions as a councilmember – no city contractors, no developers with active projects before the council, no entities with business interests that would conflict with my ability to govern in the public interest. Every donor will be someone whose support reflects belief in my candidacy, not expectation of access.

**PARTY/ACTIVISM**

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**How long have you been a registered Democrat? Have you ever been registered as a member of another political party, or as Decline To State? If so, which party and why?**

I have been a registered Democrat throughout my time as an eligible voter in the United States. The only exception was a 30-day administrative error in 2024 when a change of address filing inadvertently changed my party affiliation to Libertarian — an error I corrected immediately upon discovery.

My path to Democratic registration was not straightforward — it was earned. I came to the United States on an H-1B visa in 1993. I was initially denied a Green Card before being approved around 2000. I held a Green Card for approximately a decade before applying for citizenship, which I received around 2009–2010. My early voting history was complicated by my immigration status. I pursued every step of this process legally and independently.

As an immigrant who navigated this system from the outside, I believe in what the Democratic Party stands for — not as an abstraction, but as lived experience. The values of fairness, opportunity, and community investment that drew me to the party are the same values I was raised with, watching my parents do humanitarian work in some of the world's poorest countries.

**What is your experience with political activism? Have you ever volunteered or worked for a political campaign other than your own, and if so, in what capacity were you involved?**

My political engagement has been primarily through the businesses I have invested in and managed, where I have frequently lobbied -- or engaged lobbyists -- to advance policy goals aligned with the success of those businesses and the broader public good. Over 35 years, this has included: renewable energy incentives and electric vehicle charging infrastructure, protection of coastlines and ocean conservation, natural agriculture processes, probation and parole reform, utilities and fire management and infrastructure, housing (residential and multifamily), construction and building standards and regulations, mental health services, rural healthcare and Medicare access and reimbursement, gun control, preservation of sustainable fishing quotas, access to parklands, health care insurance industry practices, water drilling and environmental remediation, and youth sport access.

I have not volunteered for or worked on a candidate's campaign prior to my own campaign. My activism has been issue-based and sector-based rather than candidate-based — which I view as a reflection of my focus on outcomes over partisan alignment.

**Which political candidates and/or ballot measures have you endorsed or supported publicly in the past? Please list as many as possible, especially where you endorsed during a contested primary.**

I have publicly supported Barack Obama and Pete Buttigieg. I also supported Nikki Haley in the 2024 Republican primary — not out of any alignment with her party, but because I believed she was the candidate most likely to prevent Donald Trump from winning the nomination, which I considered the most important political outcome at the time. I supported Rick Caruso in the Los Angeles mayoral race; he is a personal friend and I made one public comment in his support.

My campaign donation history is limited because Bison Capital, as a regulated entity, requires disclosure and reporting of political contributions. Donations I have made include a contribution to Mike Newsome, whose wife I coached soccer with; a 2007 donation to Rudy Giuliani at the invitation of an investor (a decision I would not make today given his subsequent conduct); and a 2004 donation to George Voinovich at the request of business partners.

**Have you ever signed for or publicly supported efforts to recall a public official from office? If so, please list the name(s) of the officials and why you felt they should be recalled.**

No.

**Please list any organizations with which you are a member, including any leadership position held.**

*Community Organizations:*

- AYSO Region 20 (American Youth Soccer Organization) — Board Member since 2018; roles include Assistant Regional Commissioner, Field and Safety Commissioner, Division Commissioner (U5 through U19), and U8 Tournament Chair
- Field Sports Advisory Council — Member
- SaMo Bridge Local Advisory Committee — Member

*Current Corporate Board Memberships (I also hold CEO or Chairman titles in several of these):*  
 Sentinel Offender Holdings LLC, SRS LLC, FFH Company Inc. (and 8 subsidiary financing entities), The Ocean Media Group LLC, TMI Investments LLC, BFTR LLC, Kingbee, Curtin Maritime Corp., Lapmaster Group Holdings LLC, Total Scholastic Solutions LLC, Motorcare Parts of America Inc., Motive Companies, and managing member of more than 50 Bison Capital Asset Management LLC affiliates managing over \$1 billion in capital commitments.

**Please confirm that you have read the latest version of the California Democratic Party Platform. List any items with which you disagree.**

I have read the 2026 California Democratic Party Platform. I do not have fundamental disagreements with its core values and commitments. Where I may differ is in emphasis and approach — particularly around fiscal discipline and the sequencing of investments. I believe that sustainable progressive governance requires a solvent government, and that some of the platform's most important goals (affordable housing, robust social services, climate investment) can only be fully achieved with a financially stable City behind them. I am committed to those goals; I may at times have more nuanced views about the tools and timing used to achieve them.

**CITY GOVERNANCE**

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**What is your brief assessment of how the City Council has functioned over the past few years?**

The Council has not functioned well in four critical areas:

**Fiscal honesty.** The Council has consistently presented an overly optimistic picture of the City's finances while the structural deficit has grown. Reassuring residents with backward-looking audit reports while the 2026 budget projects spending \$35 million more than it takes in is not leadership — it is avoidance.

**Representation and balance.** Effective governance requires a diversity of perspectives, reflective of the entire population of Santa Monica. A council (and a corporate or any board, for that matter) without genuine debate — without centrist and progressive voices in productive tension — makes worse decisions than one that has worked through real disagreement. I would bring a perspective currently missing from the dais.

**Meeting efficiency.** City Council meetings routinely run late into the night, with decisions sometimes made at midnight not because the issues require it, but because the process is poorly managed, often resulting in rushed decisions not reflective of members' actual views. I have run board meetings for

companies with far more complex and consequential decisions, conducted in a fraction of the time. There is no reason Santa Monica's council cannot operate more efficiently.

**Community engagement.** Giving residents one to two minutes to speak on complex issues is not meaningful participation and certainly doesn't suggest that the Council is interested in public/community engagement. I would explore alternatives: recorded submissions, limited speakers with longer time allocations, and advanced sign-up processes that give residents genuine access.

**What changes, if any, would you support to make Santa Monica's system of government more democratic, representative, transparent, or effective? Please discuss any structural or governance reforms you would be interested in exploring.**

Though I am not an expert in this area, I think there should be both "At-Large" and "District Representation" where some members represent specific geographic districts while others are elected citywide (At Large), combining neighborhood-level and city-wide perspectives. I think it is important that the residents believe that the City council members reflect the entirety of the City's residents and not just certain interest groups or geographic areas. This would make the City government more democratic and more representative.

On transparency, I would push for financial reporting that residents can actually use: forward-looking projections, clear benchmarks, and honest variance analysis against prior forecasts. I would also advocate for giving council members more staff resources to fulfill their oversight roles effectively.

**How can Santa Monica better collaborate with neighboring cities and LA County on regional challenges such as homelessness, housing, and transportation?**

**Homelessness.** Santa Monica needs to advocate actively for coordinated LA County investment in behavioral health, housing, and employment services on the Westside — and to set regional goals it holds the County accountable to. It's no secret the County hasn't stepped up on this issue, and we need to use every tool at our disposal to get them to do so. We need a proportional response from the County to our Homelessness issue.

**Housing.** I support the concept of a Regional Housing Trust that can pool capital across jurisdictions and buffer individual cities against funding volatility.

**Transportation.** Collaboration with Metro is essential — but I will be direct about something that is often left unsaid: the Metro system has, in practice, contributed to the concentration of Santa Monica's homeless population by providing easy access without corresponding service and treatment capacity. Any regional transit collaboration must include coordination on that issue.

**How do you assess Santa Monica's current approach to public input on legislative advocacy, and communication with residents on major policy decisions? What specific steps would you take to strengthen public trust, transparency, and accountability in City decision-making?**

The City's recent experience with AB 1740 is instructive. Whatever the policy merits or goals, the approach — advancing legislation without first building community understanding and support — was a

failure of process. Residents and key stakeholders learned about it through opposition, not through the City's own engagement. The result was damage to both the legislation and the Council's credibility.

The lesson I take from this is straightforward: before advancing any significant policy initiative, you build your coalition first. You develop clear, honest messaging about the benefits and tradeoffs. You bring in the community's most credible voices before the opposition does. Then you act.

I have done this in the private sector in far more contentious situations — including building community support for a toxic industrial facility in an urban neighborhood. The fundamentals are the same: listen early, communicate honestly, and don't ask people to trust you after the fact.

**City policies often succeed or fail at the implementation stage. Please describe a specific example from your own experience of how you would ensure a major City initiative is effectively executed once adopted.**

Execution is where I have spent the bulk of my career. I have rolled out hundreds of strategic, financial, operational, and community engagement plans across dozens of businesses in challenging environments.

One example directly relevant to city governance: I led the community and regulatory approval process for a toxic industrial chemical facility in an urban neighborhood. This required building genuine community support — not manufactured consent — in a situation where public skepticism was entirely warranted. It required honest communication about risks and benefits, engagement with local leadership, and a credible implementation plan that people could hold us accountable to. We succeeded because we were honest, organized, and followed through.

I would bring that same discipline to city initiatives: clear accountability structures, measurable milestones, transparent reporting against them, and leadership willing to say when something isn't working.

## **JUSTICE, EQUITY, DIVERSITY & INCLUSION**

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**In light of increasing federal threats to democratic institutions and civil liberties, what role should local governments like Santa Monica play in protecting democratic norms and residents' rights?**

Local governments have clear, uncontroversial roles: ensuring due process in local proceedings, training police on constitutional limits, maintaining transparency in local governance, and providing legal aid resources to residents navigating federal systems. Given the current federal posture, I also believe Santa Monica must be thoughtful — and strategic — about how it engages. There is a meaningful difference between quietly and effectively protecting residents' rights and loudly and performatively antagonizing the federal government in ways that invite retaliation without producing better outcomes. I favor the former. Symbolic confrontation that exposes the City to federal funding risk is not courage — it is cost without benefit.

**What role should the City play in supporting and uplifting Black communities in Santa Monica, addressing past inequities, and ensuring that Black residents continue to have a meaningful presence and voice in the City's future?**

Santa Monica has a documented history of city-directed displacement of Black communities – that is not abstract or contested. That history creates specific obligations that go beyond general equity commitments.

I am honest about the tension between a remedial justice framework — which holds the city to specific obligations arising from specific past wrongs it committed — and a universalist framework, which holds the city should pursue broadly equitable policies that help all disadvantaged residents without race-specific programs. Both reflect genuine values. Given Santa Monica's specific history, the remedial argument has concrete grounding.

I will also be honest about the fiscal reality: the City's current financial position limits what can be funded immediately. My commitment is this — fixing Santa Monica's finances is not a detour from equity goals; it is the precondition for achieving them. A City that cannot fund basic services cannot make meaningful restitution for past wrongs. I intend to fix the finances so that we can.

**In what ways can/should the City of Santa Monica protect its immigrant communities from federal enforcement raids in our community?**

Santa Monica already has meaningful tools at its disposal — non-cooperation policies, legal aid resources, and community education — that make a real practical difference for immigrant residents. I support all of these, and I support strengthening them.

I will also share something personal: I am the only candidate in this race who has direct experience with a federal enforcement raid. In 2019, a Bison Capital portfolio company was the subject of what was described as one of the largest federal enforcement actions in the government's history. It was an intense and instructive experience. What I learned is that the most effective protection comes from preparation, legal representation, and clear protocols — not from public confrontation with federal authorities that can escalate situations without improving outcomes. Sometimes quiet effectiveness is a valuable tool—strategic calculation in favor of immigrant residents should always be the priority.

My strong recommendation, given this federal administration, is that Santa Monica focus on tools that actually protect residents. Symbolic gestures are extremely important; but with this administration, all they do is bring unwanted federal attention to the City. My experience with this leads me to believe we should be fighting smarter, not harder.

**What role should the City Council play in addressing historical inequities and ongoing concerns about displacement, economic opportunity, and community investment in the Pico Neighborhood?**

The Pico neighborhood carries the heaviest concentration of environmental and economic vulnerability in Santa Monica, and it has absorbed the cumulative impact of decades of policy decisions that benefited other parts of the city at its expense. The Council's obligation here is both moral and practical.

My priorities for Pico:

- Infrastructure and public amenities – investment in parks, streetscapes, and public facilities that have historically been underbuilt in this neighborhood
- Small business support – technical assistance, preferential city contracting, access to city supported financing for Pico-area businesses
- Anti displacement housing policies – prioritize affordable housing development in the area
- Community voice – involvement of the Pico neighborhood early and often in anything involving their neighborhood

**What role should the City of Santa Monica play in protecting and supporting LGBTQ+ residents, particularly at a time of increasing political and legal attacks on LGBTQ+ rights nationally?**

The City of Santa Monica should play an active role in supporting and protecting all of its residents, particularly marginalized communities. The LGBTQ+ community both in Santa Monica and outside of the city has undoubtedly been at the receiving end of political and legal attacks. As a city, we must continue to stand in solidarity with the LGBTQ+ community, recognize all the great work the members of the LGBTQ+ community do, and consider more inclusive programming across our city. The LGBTQ+ community is a valuable part of Santa Monica, has contributed heavily to the amazing city it is, and needs to be recognized for it.

**What specific initiatives to increase diversity and promote inclusion among City staff are you interested in pursuing, and how will you work with the City Manager to implement these policies?**

The City Manager and I have a good working relationship, and he respects my input and is open to my ideas/suggestions. I look forward to working with him on issues such as this. I realize if elected to Council, the City Manager is responsible for all day-to-day personnel management. My job is to make sure the City Manager is empowered to achieve the policy goals that we as a council set forth. To that end, my role as a Councilmember will be policy direction and accountability in the form of regular reporting on inclusion goals and initiatives. I've hired a lot of individuals over the course of my career and am always excited to talk about implementing effective hiring policy.

City staff should represent the community they serve and should be empowered with the necessary tools to succeed and thrive. "Equal opportunity" as a concept is a cornerstone this country was built on, and Santa Monica should be no different. Our recruitment, retention and promotion pipeline should be one rooted in the highest quality candidates, and a component of that is ensuring we are attracting talented individuals of all backgrounds. We have an amazing city, but it's facing some tough times. One part of the overall complex solution is a fresh and diverse perspective, which often comes from a diverse workforce. As a city, we should also expand our outreach efforts to include historically underrepresented communities, and young talent we can mold and shape into the future of Santa Monica.

As evidenced by the rest of this questionnaire, I'm a data-driven decision maker, and policy decisions should be made when armed with the best and most accurate data possible. When I'm a councilmember (or before if the data is publicly available), I'd like to review our hiring and promotion data. This should paint an accurate picture of the disparities that must be addressed. An inclusive and welcoming workplace is the key to retaining quality individuals and should be prioritized.

## **ECONOMIC DEVELOPMENT**

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### **Beyond housing, what should the City do to address cost of living and support a sustainable local economy, including small businesses and workers?**

I'll be direct: the City's economic crisis is costing residents and the City more than \$100 million per year in combined lost tax revenue and hard costs. The elevated crime and homelessness concentrated in our commercial corridors are not just quality-of-life issues — they are economic policy failures with measurable consequences.

When we fix these underlying conditions, we generate the revenue that makes affordability programs real and sustainable — not just talking points. My vision for what that revenue can fund includes: genuinely subsidized (or free) childcare and after-school programs; free intra-city transportation for residents; Santa Monica resident discounts on parking, entertainment, and City services; reduced utility costs through energy efficiency programs; and expanded workforce development tied to living wage employment in the city's recovered tourism and hospitality sector.

These are not aspirations. They are what becomes possible when a city's economy is generating a surplus rather than deficit.

### **What specific strategies would you pursue in the next four years to address commercial vacancies and support the long-term vitality of Downtown Santa Monica?**

Two statistics from the April 2026 DTSM materials define the problem clearly, 1) the DTSM team had over 2,500 contacts with homeless residents in a single month and 2) Narcan was used in 11 situations. As someone who has been around successful retail and consumer businesses for 35 years, no downtown can survive, let alone thrive, if we don't fix these numbers — they are unsustainable.

The root cause of downtown's decline is not empty storefronts — it is the loss of 5,000 to 7,000 jobs through business failures and tourism collapse, combined with a public safety environment that deters both residents and visitors. The Mayor's suggestion that empty storefronts are themselves the cause of the problem has causality backwards. I have a plan to fix this. My strategy has two components that work together:

**Bring more residents downtown.** I would promote the development of 3,000 to 5,000 new housing units in the downtown area — affordable, market-rate, and ownership — to replace lost employment foot traffic with permanent resident activity. Building takes two to four years. We need to start now.

**Rebuild the tourist economy.** Simultaneously, we work on the conditions — public safety, cleanliness, a welcoming downtown environment — that make Santa Monica competitive again as a visitor destination. This will take three to five years. The data comparing Santa Monica's hotel revenue trajectory to Beverly Hills and Downtown LA shows exactly how far we have fallen and exactly how much is recoverable.

**What is your assessment of Santa Monica's Entertainment Zone program thus far? Has it been successful in supporting economic activity and Downtown vitality, and would you support expanding the program to additional areas of the City? If so, where? Why or why not?**

Based on the assessments of both the City Manager and President of DTSM , this program is not working. The policy is fundamentally flawed in its current form and should be terminated or significantly modified.

My view is that expanded alcohol consumption in public spaces should be event-driven and time-limited — not a permanent feature of the downtown environment. As currently structured, the program creates ongoing liability for the City with minimal demonstrated benefit to economic activity. I would push to end it in its current form and replace it with a model that activates the space through programming and events rather than through permissive alcohol policy.

## HOUSING/DEVELOPMENT

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**How would you describe the housing affordability crisis (or crises) facing Santa Monica and the region, and what do you see as their primary causes?**

Santa Monica's housing affordability crisis has several reinforcing causes:

**Supply constraints.** Santa Monica is an 8.3-square-mile coastal city that is essentially built out. Zoning historically favored low-density development, and height limits and neighborhood preservation rules further constrain what can be built.

**Construction and land costs.** Residential construction in Santa Monica now runs \$750 to \$1,500 per square foot — among the highest in the Los Angeles region. Land costs are 10 to 100 times those of comparable markets in other states, making it structurally impossible to produce affordable housing at scale through private development alone.

**Rent control dynamics.** Santa Monica's strong rent stabilization system protects long-term tenants effectively but creates a two-tier market: controlled units are held tightly (reducing turnover), while

uncontrolled units command premium market prices. This is a real tension, not a simple problem with a simple solution.

**Prop 13 effects.** California's property tax structure discourages long-term homeowners from selling, further reducing turnover in the for-sale market. The step-up in basis rules compound this by removing the estate planning incentive to sell.

One additional note: I believe Santa Monica's current moment of economic distress is, paradoxically, a brief window in which housing development economics may be more achievable than during peak demand. Space X's growing presence in the area is already beginning to affect real estate values — a trend that will accelerate and that makes acting on housing production more urgent, not less.

**In what specific ways has Santa Monica succeeded or fallen short in addressing housing affordability and homelessness, and what policy approaches would you prioritize to address these challenges?**

Santa Monica has succeeded with one of the strongest inclusionary housing mandates of any coastal California city. Since 1990, approximately 38% of all new housing built in Santa Monica has been deed-restricted affordable — a genuinely impressive record. That rate is unlikely achievable going forward given today's economic realities.

The City's state-mandated Housing Element requires approximately 6,200, roughly 9,000 new units to be deed-restricted affordable. Given that private developers typically produce one affordable unit for every six market-rate units, meeting that target would require approximately 37,000 total new units — a 65% increase in the City's housing stock. That is not achievable under current conditions. The City needs to be honest about this gap and creative about how to bridge it.

Santa Monica has performed reasonably well for its own long-term residents who become unhoused. It has performed poorly — and spent enormous resources — on the much larger population of non-Santa Monica residents with mental health and substance use challenges who arrive here. I support a Housing First model, but paired with mandatory treatment engagement. And I believe the City must make clear, defensible distinctions about who it is primarily responsible for serving. This is a resource allocation argument, not a lack of compassion; regional cooperation, not exclusion, is my preferred solution.

**Which state or regional policies or legislative approaches do you view as most relevant to addressing housing affordability and housing production in Santa Monica, and why?**

The policies most relevant to Santa Monica fall into three categories:

**Production tools:** SB 9, SB 10, AB 2011, the density bonus law, and CEQA reform are all directly relevant. Santa Monica's leverage in Sacramento is to advocate for reforms that acknowledge the genuine constraints of built-out coastal cities — not to escape affordability obligations, but to make those obligations achievable through smarter tools and reduced bureaucratic barriers.

**Affordability mandates:** Proposition R, RHNA allocations, and a statewide inclusionary housing floor all shape what Santa Monica is required to do and what tools it has to do it.

**Financing mechanisms:** Low-Income Housing Tax Credits, Measure A, a Regional Housing Trust, and Enhanced Infrastructure Financing Districts (EIFDs) represent the most promising avenues for funding affordable production at scale.

**In considering state-mandated housing requirements, what is your philosophy on how and where new housing should be constructed, and how should authority be balanced between state and local control? Do you believe Santa Monica should accommodate substantially more housing growth over the next decade? Why or why not?**

New housing should be concentrated where it creates the most value and causes the least disruption: downtown Santa Monica and along commercial corridors, where ground-floor retail combined with upper-floor housing can simultaneously address vacancies and add units. I believe 3,000 to 5,000 new units are achievable in the downtown area and a similar number along corridors, in a mix of affordable, market-rate, and ownership units.

On state versus local control, the state should set goals and impose real consequences for failure to meet them – and should provide financing incentives to help cities get there. How those goals are achieved should remain, in the first instance, a local decision. The state’s role is to set the floor and hold the cities accountable, not to dictate site-by-site development decisions.

Yes, Santa Monica needs to accommodate substantially more housing than it has historically. The status quo has produced displacement, exclusion, long commutes and a homelessness crisis. The real debates are about *how much, what kind, where, with what protections for existing residents, and who decides*. Those are questions that deserve genuine democratic deliberation — informed by data, honest about tradeoffs, and accountable to the full range of people who live in and depend on the city, not just current property owners.

**Did you support SB 79 before it included any protections for existing rent-controlled housing and its tenants? Why or why not? Do you believe the anti-displacement provisions of SB 79 as adopted go far enough? Why or why not? Do you believe Santa Monica ought to implement greater protections for existing rent-controlled units and their tenants than SB 79 provides? Why or why not?**

The early version had a genuine gap. Requiring compliance with *existing* local protections is not the same as prohibiting demolition of rent-controlled housing outright — because local ordinances vary enormously, and developers in cities with weaker protections would have faced no meaningful constraint. The final bill's prohibition on demolishing rent-controlled buildings occupied within the past seven years is a substantively stronger protection that addresses a real risk.

**SB 79 prohibits projects requiring demolition of rent-controlled housing occupied within the past seven years, or demolished within seven years before a development application is submitted. This**

**prevents the most obvious form of displacement — demolishing an occupied rent-controlled building. But it doesn't address: naturally occurring affordable housing, levels of affordability minimums, and right to return.**

SB 79's anti-displacement provisions represent a genuine improvement over earlier versions, driven by legitimate advocacy from tenant organizations and equity groups. But they remain insufficient — particularly for NOAH, for cities without strong rent control, and for tenants facing indirect displacement pressures. Santa Monica, with its strong Proposition R, rent stabilization system, and political capacity, is better positioned than most cities to layer additional local protections on top of the state floor. It should do so — carefully, with an eye toward keeping production viable, and with particular focus on preserving naturally occurring affordability before SB 79's July 2026 effective date accelerates land speculation near transit corridors.

**What do you see as the mission or purpose of Rent Control in a city where 70% of the population are renters?**

Rent control in Santa Monica serves four interconnected purposes: 1) stability and security, 2) anti-displacement and community preservation, 3) improved affordability, and 4) power rebalancing between landlords and tenants. Taken together, rent control is the defense for the kind of city Santa Monica wants to be — one where long-term residents of modest means can remain alongside the wealthy, where teachers and nurses and service workers aren't perpetually displaced by market forces, and where stability and community continuity are treated a public good worth protecting.

In a city where 70% of residents are renters, eviction is not merely a housing event — it is a life-disrupting cascade with well-documented downstream consequences: job loss, school disruption for children, health deterioration, credit damage, and significantly elevated risk of homelessness. Research is now robust on this point: eviction is both a consequence and a cause of poverty.

Nonpayment of rent — the most common grounds for eviction — is also the category most likely to involve genuine hardship rather than bad faith. Before eviction proceedings commence, tenants should have access to mandatory payment plan negotiations, emergency rental assistance, and mediation.

Yes, I favor expansion of the right to counsel program. The rationale is straightforward: prevention is far less expensive than response; tenant protections are a form of housing preservation; and legal representation addresses a fundamental power asymmetry. I would commit \$500,000 to \$1,000,000 annually from the General Fund to support this expansion — funding I am confident I can generate by restoring the City's economic health.

The challenge over the next decade is extending those protections beyond the fortunate group that currently holds controlled tenancies to the renters who need them and don't yet have access to them.

**Based on results from the first few years of implementation, do you believe that 2022's Measure GS should be amended? If so, how and why?**

Measure GS is doing real work with real revenue in service of voter-approved goals. Its revenue has fallen short of projections — a genuine problem that requires honest accounting — but the appropriate response is not to gut the measure. The right responses are: build a stabilization reserve to smooth revenue volatility, explore narrow targeted amendments that address housing production concerns without broad rollback, publish transparent annual reporting on actual revenue and expenditures, and actively defend the measure against state preemption.

I would want to examine three specific areas with the benefit of additional data: the measure's effect on housing production feasibility; its impact on charitable entities selling real estate; and any special situations — such as the Santa Monica Place redevelopment — where the transfer tax structure may be creating unintended barriers. But the measure's core design — taxing high-value real estate transactions to fund homelessness prevention and affordable housing — remains sound.

**Are you committed to using the public land identified in the existing Housing Element to generate the number of deed-restricted affordable housing units identified?**

Yes. Public land is the most powerful and durable tool available for creating permanently affordable housing. Unlike privately developed affordable units, public land projects are not subject to market feasibility pressures, and — when structured through ground leases — they remain affordable for generations.

Public land can deliver approximately 2,000 units in this Housing Element cycle. That is a fraction of the state's 6,200-unit affordable allocation for Santa Monica, which means additional tools are necessary. My approach to the gap includes:

- A proprietary strategy for recycling rent-controlled units to preserve both affordability and rent stabilization protections
- Strengthening and defending Proposition R, including ensuring it applies to SB 79 development
- Acquisition and preservation of naturally occurring affordable housing, funded through a strategy I am prepared to describe in detail
- Community Land Trusts, funded through a nonprofit REIT structure I have designed
- A Public Development Authority with capable leadership and strong execution accountability

**Do you support an expansion of Santa Monica's ongoing financial assistance program to additional severely rent-burdened and/or rent-burdened households? If so, to whom would you expand the program and how would you finance the expansion?**

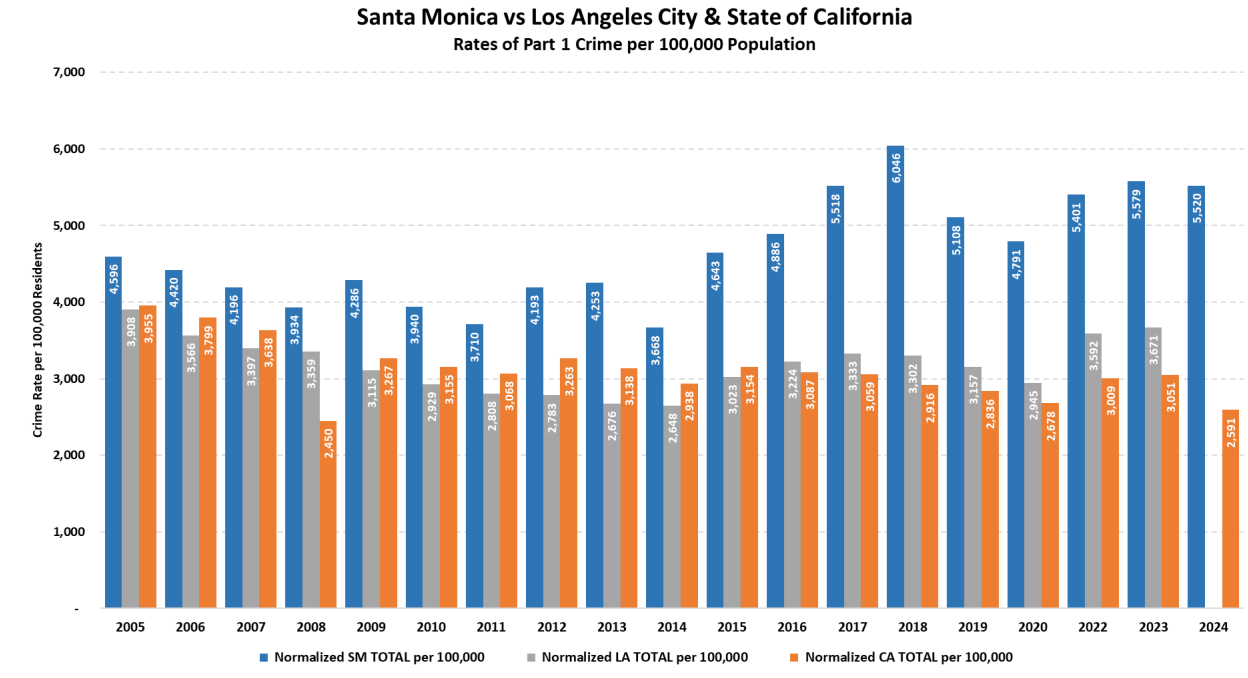
Yes. The Preserving Our Diversity (POD) program is one of Santa Monica's most effective tools precisely because it is needs based — calibrated to each household's actual gap between income and costs, not a flat payment. That design should be preserved and extended.

I would prioritize expansion in the following sequence: full enrollment of all currently eligible seniors first; then extension to seniors in non-rent-controlled housing; then to non-senior adults with disabilities

on fixed incomes; then to severely rent-burdened working households without other assistance and families with children who fall outside current eligibility. If I were on the Council, these are the things I would fund through the General Fund supported by the economic recovery I am committed to delivering.

## PUBLIC SAFETY

How would you assess public safety and quality of life in Santa Monica today? What specific trends concern you most, and where do you see progress?



Santa Monica has serious, measurable public safety problems. The Mayor's frequently cited 12.5% crime reduction under the Realignment Plan is a step in the right direction — but a reduction from elevated levels to slightly less elevated levels is not a success story. It is a starting point.

The right analogy is a consumer business that has had persistently bad customer service. You don't just get back to neutral — you have to overdeliver for a period to rebuild trust and reputation. Santa Monica needs to do the same. Our goal should not be to reduce crime relative to our own recent history, but to reduce it below the levels of peer cities — Los Angeles, other beach cities — so that Santa Monica can once again be marketed honestly as a safe destination.

A recent poll of more than 1,000 Santa Monica residents found homelessness and crime as the top two concerns. That is the resident's verdict. We need to change it before we can work on changing the tourists' verdict.

**What specific steps should be taken in the next two years to improve public safety in Santa Monica? If additional funding is required, how should it be allocated across policing, unarmed response, and prevention programs? What metrics should the City use to evaluate success?**

For the next 12 to 24 months, I believe expanded policing is necessary. Beverly Hills, which has a comparable tourist-dependent economy, maintains approximately twice the police officers per 1,000

residents as Santa Monica. I would advocate for adding more officers to the force — both to accelerate crime reduction and to prepare the City for the increased public safety demands of a Great Park opening in 2029.

This is not an either/or choice between policing and prevention. It is a sequencing choice: get crime levels down through increased enforcement first, then sustain them through prevention, unarmed response, and community investment. The evidence from New York City's experience in the 1990s supports this approach.

The two metrics I would track most closely: Part 1 crime statistics and hotel occupancy (Transient Occupancy Tax revenue). Research consistently shows a Pearson's R of 0.8 to 0.9 correlation between crime and homelessness levels and hotel performance. Fix one, and you move the other.

## **ENVIRONMENT & CLIMATE**

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**What steps should Santa Monica take in the next four years to prepare for climate impacts such as extreme heat, wildfire smoke, and sea level rise?**

**Extreme heat:** Santa Monica lacks a formal, dedicated heat action plan with clear trigger thresholds for activating cooling centers and outreach to isolated seniors. I would establish one. I would also create incentives for landlords in multifamily rental housing — where tenants bear the heat burden but landlords control the building — to invest in cooling upgrades (of which there are many).

**Wildfire and Smoke.** The Local Hazard Mitigation Plan needs a complete quantitative analysis of evacuation route capacity, with specific bottlenecks identified and addressed publicly. Community centers and libraries should be outfitted with upgraded HVAC and HEPA filtration systems, and a public map of designated clean-air shelters locations maintained.

**Sea level rise:** The City should fund coastal resilience projects, update stormwater and drainage infrastructure, and integrate sea level rise projections into land use decisions now. Engineering assessments for the wastewater treatment plant near the coast should begin immediately.

**What specific ideas do you envision for the future of the Santa Monica Airport land after its closure, and how can the City more broadly preserve and expand its green spaces?**

I supported Measure LC in 2014 because Santa Monica clearly needs more parks, open space, and youth sports facilities. That community mandate should be honored.

The fiscal reality today is different from 2014, when the City had strong reserves and recurring surpluses. Building and maintaining a world-class Great Park will require creative financing — partnerships with institutional investors, philanthropic foundations, and private donors — and strong financial leadership to structure those partnerships responsibly. I have specific financing approaches for the Great Park that I

have not yet publicly disclosed, and I am committed to making it financially sustainable, not just politically popular.

The Great Park also has the potential to be one of the most significant youth sports facilities in Southern California — a genuine regional draw that supports Santa Monica's economic recovery as well as its residents' quality of life.

**Do you support the Club's resolution calling for a citywide ban on artificial turf on locally owned public land?**

I support grass fields — but only if we can guarantee that a transition to natural grass does not result in a net loss of playable field hours for children. Youth sports, particularly in a world dominated by screens, is critical to children's mental and physical health. I will not support any policy that reduces the hours available for kids to play, regardless of the surface.

As someone responsible for approximately one-third of the City's permitted field use through AYSO Region 20, I have direct experience with the practical constraints here. If a ban on artificial turf can be implemented without reducing playing time — through phased replacement, increased maintenance budgets, or additional field capacity — I support it.

**What are the most significant environmental justice issues in Santa Monica, and how will you address them?**

Two issues stand out:

**The Pico Neighborhood.** Pico is ground zero for Santa Monica's environmental justice concerns — carrying the highest concentration of lower-income residents and people of color, the greatest displacement risk, and the legacy of historical decisions including landfill siting and redevelopment that imposed environmental burdens disproportionately on this community. Addressing this requires: completing and funding a right-to-return program; dedicated funding for environmental remediation; and making renter aid and legal protections permanent.

**Heat vulnerability in rental housing.** Renters in older, uninsulated buildings without air conditioning face dramatically greater exposure to extreme heat than homeowners or residents of newer buildings. There is no city program specifically targeting this population. I would change that.

**MOBILITY**

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**Which methods of transportation do you personally use to get around Santa Monica, and how do your transportation habits inform your policy positions?**

When I moved to Santa Monica over 20 years ago, I designed my life and career around not being in a vehicle. The one aspect of southern California I have never enjoyed is traffic. My house is 1.5 miles from my office which is a totally walkable distance. My children both went to Roosevelt elementary school which is walkable from our house. I walk, bike or scooter at least 50% of the days of week. Even though

my older son's school is more than 2 miles from our house he frequently walks home. The more walkable and bikeable we can make this city, the better.

**Should Santa Monica encourage more pedestrian-only streets like the Third Street Promenade? If so, which streets would you consider this?**

I think we need to decide what we want the Third Street Promenade itself to become – my own vision involves a significantly higher residential component, perhaps 75% housing and 25% retail mix (with every building having some sort of retail). Once we have a clear, successful model there, the question of replication becomes much easier to answer.

**What changes should be made to promote safety for bike riders, pedestrians, and other alternate modes of transportation?**

Speed is the most consequential variable in pedestrian and cyclist safety. I would prioritize speed limit reductions in high-risk areas: 20 mph or below near schools and parks, 25 mph on residential and neighborhood streets, with higher limits only on designated arterial corridors. Enforcement and physical traffic calming measures (not just signage) are necessary to make these limits meaningful.

**Do you support additional Metro rail lines being built in Santa Monica?**

Yes. The Sepulveda Transit Corridor is one of the most consequential transit infrastructure decisions facing Los Angeles and Santa Monica, and I support it. Reducing car dependency in this city requires not just local mobility options but genuine regional connectivity.

**Should shared mobility devices be encouraged or discouraged?**

Encouraged. Every scooter or e-bike trip that replaces a car trip reduces congestion, parking demand, and emissions. The more we can reduce car ownership as the default mode in Santa Monica, the more manageable our housing and infrastructure challenges become.

**Should the overall amount of street parking in Santa Monica be reduced to encourage other modes of transportation?**

This requires data and community input rather than ideology. I am not convinced by the "remove parking and they won't come by car" theory as applied universally — different corridors and neighborhoods have different dynamics. I would pursue evidence-based parking policy that responds to actual usage patterns and community needs.

**BALLOT MEASURES**

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**Do you support the California Billionaire Tax Act, which would impose a one-time emergency 5% tax on those worth more than \$1B? Why or why not?**

I don't love the concept; however, the math is compelling. Wealthy taxpayers pay very little in the form of income tax on an annual basis. The math I have seen suggests that the one-time tax represents 50- or 100-years' worth of taxes paid by billionaires in California. Billionaires control approximately \$2 trillion

of assets which at 5% would result in \$100 billion of taxes in one year which would otherwise take 50 plus years to collect in ordinary income tax.

Other countries, like Canada for example, accomplish similar taxation through consumption, strict compliance and “distributions” (like loans against stocks as deemed income). Several countries (Spain, Norway, Switzerland) have wealth taxes, and advocates point to their experiences as evidence it's workable but the amounts are relatively modest (less than 1%). The reasons for my hesitation in outright support for it are: constitutional questions, valuation and liquidity problems, liquidity flight prior to implementation, enforcement and the fact that California can never seem to balance a budget and we all have to learn to live within our means (including governments).

I also recommend that those interested in Taxation read Ray Madoff's new book, “The Second Estate: How the Tax Code Made An American Aristocracy”. To me, it is very compelling and proposes a very common sense set of solutions.

**Do you support the state ballot measure which would require voters to present government-issued identification when casting ballots? Why or why not?**

No. There is no evidence of material ballot fraud in California or nationally that would justify the barriers this measure would impose. Voter ID requirements disproportionately burden low-income, elderly, and minority voters, the people least likely to have readily available government identification. While I believe ballot integrity is a bipartisan and important issue, this measure would not improve it and would actively harm participation.

I will add as an immigrant who navigated a lengthy and complicated path to voting eligibility, I have a particular appreciation for how structural barriers to participation can exclude people who are fully entitled to have their voices heard.

I do believe you can build an electronic voting system that is simultaneously anonymous, verifiable, coercion-resistant and hack-proof. I think this would allow election results to be calculated instantaneously following the closing of the polls and for participation in elections to expand significantly. The penetration of smart phones is over 100% in the United States.

**Do you support the proposed state taxpayer initiative which would limit the ability of local governments to raise revenue through certain taxes and fees including real estate transfer taxes? Why or why not?**

No. The ability to tax and raise revenue at the local level is a fundamental requirement for functional government. I am a strong proponent of sunset provision on individual taxes. I don't believe that all forms of taxes should be permanent and some taxes may not make sense in perpetuity, but if they are necessary and valid, a community can “support” the renewal of the tax. I support the 55% threshold recommended by the Democratic platform in California.

**Do you support the proposed ballot measure which would set aside 25% of the airport land for 3000 units of affordable housing, in addition to the remainder which would become a Great Park? Why or why not?**

No. The airport land represents a once-in-a-generation opportunity to build a world-class park for Santa Monica — a commitment the voters made in 2014 through Measure LC. I am not willing to compromise that vision.

Santa Monica has other locations and other tools for building affordable housing — and I have specific strategies for deploying those tools effectively. The airport site is irreplaceable as open space and park land. Affordable housing, as important as it is, can be built elsewhere.

**ADDITIONAL QUESTIONS**

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**Do you support Medicare For All single-payer healthcare? If so, do you support AB1900 (Kalra) specifically?**

Having grown up in Canada, I believe deeply in the principle of single-payer healthcare. I have seen it work. I also believe that a single-payer system is, ultimately, the only fiscally sustainable path for the United States — the current system's administrative costs and fragmented risk pools make it structurally inefficient.

On AB 1900 specifically: I believe it has no realistic path to passage in its current form. More importantly, I have operated within the health insurance sector for more than 15 years, and I am aware — under constraints I will not detail publicly — that some of the largest insurers in the United States are examining versions of a quasi-single-payer system that would involve private networks and competitive insurance participation within a national risk pool structure. I believe a workable single-payer model that incorporates private sector participation is achievable within five years, enabled by AI-driven efficiencies in healthcare and insurance. That is the version I would support.

**Do you support closure of Santa Monica Airport as scheduled, or are you open to continued aviation use beyond 2028?**

I support the closure as scheduled. The commitment was made to Santa Monica residents and should be honored; moreover, park preparation should begin immediately. I will note that aviation technology is evolving rapidly - electric, vertical-takeoff aircraft that don't require runways are moving from concept to commercial reality on a five-to ten-year horizon. Whether some form of air mobility infrastructure ultimately makes sense on or near the site is a conversation that can happen through the democratic process, with full community input, and without compromising the park commitment. That is a very different question from keeping the current airport open.

**Why should union workers in Santa Monica, especially those in the hospitality industry, trust that you will fight for their jobs?**

Because my entire campaign is built on restoring the economic conditions that make their jobs viable. Santa Monica's hotel revenue per available room has fallen 12% since 2017. The Promenade has lost thousands of jobs through business failures. Tourism is down more than 50% from 2019. Without a functioning hospitality sector, Santa Monica doesn't have the tax base to fund the schools, the services, or the infrastructure that makes this city worth living in.

I sometimes ask myself why the hospitality unions — and frankly, most political organizations in this city — don't more loudly demand candidates who can actually fix the hotels. I will fight for the viability of Santa Monica's hospitality sector, because that fight *is* the fight for hospitality workers' jobs. Once we secure that recovery, I will stand with the workforce and advocate for better compensation and benefits. But first, we have to save the industry. I am a strong advocate of labor and the labor movement. Throughout my business career having dealt with multiple labor unions in multiple states, and I've never had any issues; I've always had a harmonious relationship with labor. No work stoppages

**If elected, how would you attempt to interact with the Santa Monica Democratic Club and other political organizations to ensure community buy-in on new proposals?**

The relationship I maintain with my investors is the model I would apply here. Before any material decision, I discuss my reasoning, share supporting analysis, and invite feedback — which I take seriously, even when I don't ultimately adopt it. The decision is mine to make, but the process of making it is collaborative. My investors are vested in my decisions because they have had genuine input into them, not just notification after the fact.

I would have that same relationship with the SMDC, with neighborhood associations, with business groups, and with any resident who wants to engage. My career has been built on consensus before commitment. That is how I would govern.

**What is the most important topic that was left off of this questionnaire?**

There are two incredibly important topics that were not raised in this questionnaire which are both local and national issues for every American. The two issues not discussed in this questionnaire are affordability and income equality.

I believe as a council member I can make a significant impact on both and I have yet to see other candidates have solutions for either — I do.

**Affordability**

If I am successful in fixing the City, the City will generate somewhere between \$50 to \$100 million annually of tax revenue that is not currently earmarked for any purpose other than building reserves or catching up on deferred maintenance (although some of this would go to the park construction). With this money we can reduce the cost of living in Santa Monica by providing subsidized (if not free)

childcare, after school programs, free transportation within the City, subsidized entertainment events and residential parking rates (tax visitors not residents) amongst many other things that we can reduce (utility costs for example). I don't just talk about affordability – I tell you what we can reduce and how we can pay for it.

### **Income Inequality**

Santa Monica's policies of Rent Control and Affordable Housing have provided thousands of families with subsidized housing in a location where housing costs are many multiples of other parts of the US. That being said, not owning real assets does not allow individuals and families to create sustainable wealth or savings. I have a plan that is real and will work. The City will establish a community bank which will lend on rental units (including affordable). So a would-be renter will pay the same amount of rent, it will just be a mortgage payment to the community bank. The community bank will advance the unit purchase price (100%) to the builder, and the renter will now be an owner. I have a full design of the program, including the ability to keep the units eligible for the investment tax credit for the developer.

### **Please describe whether and how you used generative AI tools in preparing your responses. If elected, how would you use these tools in governance, if at all?**

I use generative AI tools regularly for research and rapid analysis. In preparing this questionnaire, I used AI to investigate policy questions, review factual claims, and explore positions on issues outside my direct expertise. I do not typically use AI to draft letters or formal documents — I prefer to write in my own voice.

In governance, I believe AI has significant potential applications: budget modeling and scenario analysis, pattern detection in city data, permitting process automation, and public safety analytics. I would use these tools actively as a councilmember — transparently, with human judgment at the center of every consequential decision, and with appropriate accountability for how AI-generated analysis is used.