

Santa Monicans for Renters' Rights City Council Questionnaire - 2026

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Did you include the requested Additional Materials? Yes X☒ or No ☐

Please email completed Questionnaire and Additional Materials to smrrinfo@gmail.com

Your Candidacy

1. Why are you running for City Council?

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. Taxable transactions in Santa Monica have fallen over 20% in 3 years, something not even experienced by rust belt cities in their weakest moments.

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 City that is affordable for all, 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.

2. What skills, background, and experience do you possess that prepare you for 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 – I am currently responsible for approximately one-third of the City's permitted youth sports field use.

3. What sets you apart from the others running for City Council?

As evidenced by our current financial crisis, the City Council has been missing a representative council member with the financial acumen and experience to manage the City through financial difficulties. We

have lacked risk management, financial analysis, budgeting, forecasting and economic planning capabilities. Our City is now a tipping point whereby if the financial situation doesn't improve we will eliminate our City's capabilities to support schools, affordable housing and other critical City services. We are also missing an ambassador for our City that will encourage and attract new businesses and investment back to our City. Our City is now last on the list for private businesses and investment capital in California.

I bring all these skill sets with a highly unique 35 year track record of fixing and growing businesses in the private sector. I am not comparable to other council members as no one has had this kind of experiences or perspectives. I will work tirelessly and apply my experience to the City to fix our financial challenges, reinvigorate our business and investment community, and position the City to fund programs like affordable housing and affordability improvements that no other candidate can do.

4. If elected, what would be your number one and number two goals for the next 2-4 years, and how might these goals be achieved?

I have three simple goals which are included in my Economic Plan attached. 1) Reduce Crime and Homelessness, 2) Attract Businesses, Tourists and Capital back to Santa Monica and 3) invest the surplus the City will be making into affordable housing and affordability programs.

- 1) Reducing Crime and Homelessness – The City's police force is now on a trajectory of success and I would give them more tools (technology, enforcement and support) to continue on this direction. I want to target reducing crime levels to those prior to the introduction of the metro (without changing the metro service which is highly valuable to the City's residents). On homelessness, I would investigate changes to how we (and the county) police the metro, I would look at where and how we are providing homeless services, I would review the City ordinances and enforcement actions to better protect our residents and businesses and I would implement a number of the same strategies and tools that San Francisco and San Jose have successfully implemented.*
- 2) Attract Businesses, Tourists and Capital back to Santa Monica – Following the successful implementation of #1 and positive trending results, I have a multi-faceted plan to attract and retain businesses, market the City to Tourists (globally) and attract capital back to Santa Monica. The plan can not be communicated in a paragraph. It is broken out in more detail in the Economic Policy section.*
- 3) If elected, I believe I can return the City to generating \$30 to \$50 million of surplus each year which will allow the City to 1) repay the Housing Trust in full, 2) fund more affordable housing programs, 3) establish a community bank which can fund affordable ownership programs to solve long-term income inequality and 4) fund a selection of affordability programs in Santa Monica including free transportation, after school programs, preferred resident parking rates and food cost subsidization programs.*

5. List each organization other than SMRR whose endorsement you have sought and whether or not you completed a questionnaire for that organization. Provide a copy of any questionnaire(s) you submitted to any other organization(s).

I have sought the endorsement of Santa Monica Forward and the Santa Monica Dem Club – copies of the completed questionnaires are attached.

6. Please list your main funders, endorsers, and supporters, and provide an overview of your campaign's financial progress to date.

My campaign is funded by individual donors – more than 200 who have contributed over \$50,000 to date (June 30).

7. Will you accept donations from developers and/or their paid lobbyists for your campaign?

No

8. Please provide a list of all organizations with which you are a member, along with a description of leadership positions held, whether related to your civic, community or professional endeavors.

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. On a historical basis, I have sat on more than 50 public and private company Boards as a Director.

SMRR

1. How long have you been a member of SMRR? Please outline the extent of your relationship and engagement with SMRR.

I joined at the beginning of 2026. I have a very limited relationship with SMRR in the current cycle, other than individual meetings with members of SMRR.

2. Do you pledge, if elected, to attend SMRR's monthly Steering Committee meetings to provide the Council report (in rotation with other SMRR supported Council members)?

Yes

3. Do you pledge, if elected, to discuss major policy issues related to your office with SMRR leaders prior to making decisions?

Yes.

Rent Control and Tenants Rights

1. Do you support Santa Monica's rent control law? Why or why not?

Yes, I support rent control. Rent control protects the people *already in* housing reasonably well.

The reasons I support rent control:

Stability for existing tenants. Caps on annual increases let long-term residents seniors, working families, and essential workers stay in place without fear of sudden displacement.

Preserves neighborhood diversity. Without price controls, market-rate pressures tend to push lower-income residents out of desirable areas, accelerating economic and racial segregation.

Predictability for household budgets. Renters can plan financially when they know their housing cost won't spike 20–30% in a single year.

Reduces homelessness risk. Sudden large rent increases are one of the leading proximate causes of homelessness rent control can act as a buffer.

2. What if any specific changes would you support making to our rent control law?

*Unlike other candidates, I will be the first to point out that I am not an expert in Rent Control so I would lean on both the Rent Control Board and SMRR in forming my positions. At the state level, I would support amending the Ellis Act to require landlords to **own a property for a longer period of time before they're allowed to remove tenants** and take the building off the market as a way to cut down on building speculation and reducing Rent Control inventory. While that is not within the purview of Santa Monica and it requires a state law level change I would lobby for and support that effort to change it at the state law level.*

3. Have you ever taken a proactive role to protect Santa Monica tenants? If so, please describe specifically what you did.

Other than in my current capacity as a candidate, no. In my current capacity, I will oppose state laws (like SB79) that don't go far enough to protect tenants and which create profit incentives for developers that demolition of rent control buildings become inevitable.

4. What can you point to that should give Santa Monica renters and their allies confidence that you are committed to renters' rights and Santa Monica's rent control law?

My strongest commitment to Santa Monica renters and allies is that I personally know hundreds of renters through my involvement in AYSO. I know their families, the kids and the community. If I were to

not be committed to renters rights and Santa Monica rent control I would no longer be welcome on the fields in Santa Monica with these families. I will do everything in my power to protect their rights. My mission on council is to fix the City's economy, not to change or harm renters' or Rent Control.

5. What would you propose, if anything, to improve Santa Monica rent control and/or to strengthen tenant protections (including code enforcement)?

I would propose (with SMRR buy in) that the City set higher minimum relocation fee amounts for rent control units when they are being sold to the extent law permits. This would address the increasing risks of tenant displacement due to the extreme state housing laws that have increased the value of land so that land owners are incentivized to sell.

6. Do you think it is appropriate for the City Council to propose changes to the Rent Control law without full involvement of the Rent Control Board and tenant advocates?

No

7. Which is more important to you: Preserving controlled rental units and retaining existing renters, or allowing temporary or permanent displacement of tenants who are occupying aging controlled housing stock to replace old buildings with new ones? Please explain.

Preserving controlled rental units and retaining existing renters. I do believe there is an approach that could refresh the City's rent control units and preserve rent control for another 100 years in Santa Monica. If requested, happy to present my proposal to SMRR for their consideration.

Affordable Housing, Homelessness, General Affordability and Development

1. Do you support increasing the production of deed-restricted affordable housing in Santa Monica? If so, what specific strategies or policies would you pursue to achieve this?

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. I support increasing the production of deed-restricted affordable housing in proportion to the City's historical levels – meaning 4 in 10 units new units should be deed-restricted. In the current building climate, affordable housing, due to the investment tax credits are the only economic model that is viable – land and building costs relative to market rate rents in Santa Monica are not viable currently (which will change at some point). To keep our economy in balance, we need to have a mix of market rate and affordable to support businesses, restaurants and retail. So I support affordable housing in the proportion of 40% of all new units in the City and providing incentives that allow this to occur should be the focus of the City.

2. Do you support a Great Park **and** below market-rate housing development on Santa Monica Airport land when the airport is closed? Why or why not?

No. The Great Park is a once in a lifetime opportunity to create a venue that will permanently make Santa Monica one of the most attractive locations to live, bring businesses to, and raise families. It will

also provide for a world class youth sports location which will also increase the attractiveness of Santa Monica to families. As someone who could be responsible for bringing businesses back to Santa Monica it will be an important answer to the question "Why Santa Monica?"

2. Do you pledge to use the public land identified in the current Housing Element to create the number of deed-restricted affordable housing units identified for each such site (whether or not on that particular site)?

Until better researched, I stand by my commitment to keep in place 4 affordable units out of every 10 new units.

4. Do you support devoting any other public land to the creation of deed restricted affordable housing? Which public land? How would you make it happen?

I, 100% support, the use of public land for the creation of deed restricted affordable housing with one important caveat that any land that will dramatically improve the City's economic conditions if purposed for such would have my priority, currently.

5. What's your opinion of the value to our community of expanding the development of market rate housing? Explain.

I think the City has to maintain an appropriate mix of market rate and affordable housing – and housing ownership to ensure economic stability. Over long periods of time, more supply generally means lower prices – however, affordable housing creates unlimited demand so the affordable market does not behave according to traditional market principles. Market rate housing follows more traditional supply and demand characteristics and Santa Monica is currently in an over supply position. Land prices need to adjust downwards for market rate housing to work as market rate rents are too high relative to demand and need time to reach equilibrium. We desperately need more residential locations in Downtown Santa Monica – both affordable and market rate to ensure our economic vitality – but while the market is out of equilibrium empty market rate units do not help.

6. Do you support further upzoning any portions of the City beyond any further upzoning mandated by the State? Why or why not? If so, what specific upzoning? Please answer separately for at least the following: a. Downtown Santa Monica; b. Pico Boulevard; c. Ocean Park Boulevard; d. Wilshire, Santa Monica, and Colorado Boulevards; e. Main Street; f. Montana Avenue; g. single-family neighborhoods; h. multi-family neighborhoods; i. other commercial and industrial sites.

I do not support up zoning single family or multi family neighborhoods. The one exception to the multi family neighborhoods are if it results in a rebuild rent control units I would support.

I support upzoning in Downtown Santa Monica and on the boulevards of Ocean, Wilshire, Santa Monica and Colorado.

Pico, Main Street and Montana are too close to existing residential and multi family neighborhoods for upzoning. Commercial and industrial sites would be on a case by case basis.

7. Do you support Santa Monica's inclusionary housing requirements for market-rate housing developments? If so, do you believe any changes are appropriate to existing inclusionary housing requirements? Explain.

I support the inclusionary housing requirements in Santa Monica currently. I do not support the consolidation of inclusionary housing into stand alone units. Inclusionary should be always included with market rate to preserve economic diversity.

8. Did you support the original version of SB79, which lacked effective anti-displacement protections and protections for rent controlled housing stock? Why or why not? What is your opinion of the version of SB79 that was adopted? Explain.

9. Do you support city financing of emergency assistance to renters at risk of losing their homes, such as the recently adopted Sant Monica Renter Aid program? Why or why not?

Yes. The annual cost of homeless to the City is estimated as follows:

Cost Category	Annual Cost / Person	Nature of Cost
Direct Services (case managers, meals, outreach)	\$7,000 – \$16,000	Variable — changes with population
Apportioned Fixed Costs (ER, police, hospitalization)	\$30,000 – \$55,000	Fixed — does not change per person
Lost Tax Revenue & Economic Drag	\$15,000 – \$30,000	Variable — real economic loss
Fully Loaded Total	\$52,000 – \$101,000+	Illustrative only

While the “true” variable annual cost is \$7k to \$16k, the cost to the city of additional homeless is significant so ignoring the social and emotional cost, a financial cost | benefit analysis easily justifies supporting rental assistance programs.

10. Do you support city financing of free legal counsel to all lower and moderate income renters facing the threat of eviction? Why or why not?

Yes. See answer to #9.

11. Do you support increasing local funding for programs providing ongoing income support to severely rent burdened renters, such as the Preserve Our Diversity (POD) program for seniors? If so, what additional households do you believe should receive ongoing income support?

Yes, I support POD. Other households that should get access to support include: working families with children, people with disabilities on fixed incomes, veterans, formerly homeless individuals transitioning off temporary support, and essential workers priced out of the city they serve.

12. Voter approved 2016 Measures GS/GSH contemplated that half of the new sales tax revenues would go to income support programs for severely rent burdened households and to create additional deed-restricted affordable housing. Beginning in 2020, the City Council either took or diverted a total of roughly \$40 million of GS/GSH revenue from these purposes to deal with the COVID emergency and to fund Euler settlements, with almost no repayment to date.

a. Do you pledge to repay these funds to the Housing Trust Fund?

Yes and I am the only candidate with a plan to do so.

b. Do you pledge to do so in amounts that include interest on the funds?

Yes. But I would pay back the opportunity cost of investing the money in short duration treasuries, not a stated interest rate unless one has already been agreed to with the City.

c. Do you pledge not to further divert or take 2016 Measure GS/GSH funds from the Housing Trust Fund?

Yes.

13. Voter approved 2022 Measure GS contemplated that an additional 5% transfer tax on sales of properties for \$8 million or more would go to providing additional funds for emergency and ongoing income support programs, the preservation or creation of deed-restricted affordable housing, right to counsel, and other programs aimed at preserving existing tenancies of and units serving lower and moderate income households (as well as to the public schools). The City Council already has directed a portion of the funds raised be used for the Santa Monica Renter Aid program, expansion of the right to counsel, and for a pilot predictive model program to prevent homelessness. But on June 22, AB-736 in Sacramento was gutted and amended so that, if passed, it would cap the total transfer tax rate for all commercial and multi-family property in such a way that only 0.9% would go into the purposes outlined in 2022 Measure GS. Given that the first \$10 million raised by 2022 Measure GS goes to the public schools, and that a City Council commissioned report in 2022 found that 93.4% of the total value of all transfers of \$8 million or more during the prior decade came from commercial and multi-family properties, AB-736 if passed will decimate the funding for homelessness prevention and affordable housing that 2022 Measure GS otherwise could provide.

a. Do you support AB-736? Why or why not?

I do not support AB-736 (transfer tax) as Santa Monica voters passed Measure GS. A state bill nullifying or capping locally-approved taxes undermines direct democracy. Charter cities like Santa Monica have historically had broad authority over local taxation and this bill explicitly challenges that, declaring transfer taxes a "matter of statewide concern". California already has a shortage of 1.2 million homes

affordable to lower-income households, and funding for state affordable housing programs has run dry capping a revenue tool cities use to fund affordable housing worsens that issue.

b. Do you support any other changes to Measure GS (if so, specify the changes)? Why or why not?

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.

c. Do you support finding some other local funding source for homelessness prevention and affordable housing programs? If so, what source?

If we can fix our economy and tourist industry in Santa Monica, I could envision the City allocating \$20 million or more per year to homeless prevention in the form of affordable housing programs. These programs have both a high societal and financial return on investment.

14. What can you point to that should give SMRR confidence that you are truly committed to expanding deed-restricted affordable housing and income support programs?

I would never want to change the fabric of the City and affordable housing is an important aspect of that fabric. I will continue to support my perspective that 4 in every 10 units in Santa Monica should be affordable units. I think SMRR can rely on the fact that I chose to live in Santa Monica as evidence that I support the fabric of the community and it is my desired location to live and retire.

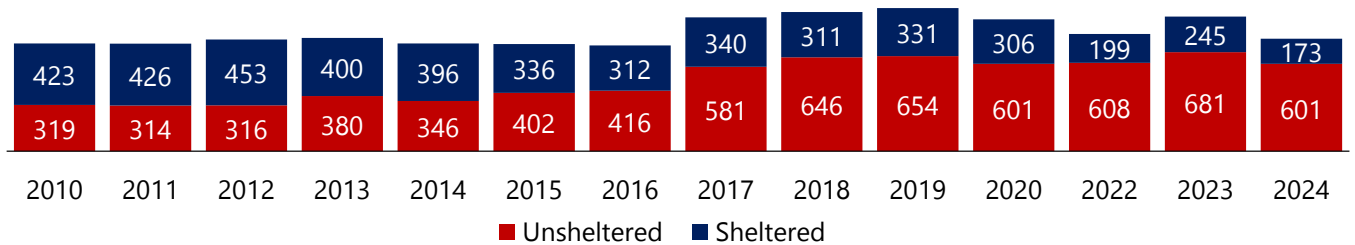
In terms of income support programs, ignoring the social impacts of homelessness which are incredibly serious, the financial impact to the City necessitates continuing to invest in income support programs.

Keeping people currently housed is infinitely less expensive than rehousing them or providing support to them as unhoused.

15. Homelessness is a serious local and regional problem. How do you evaluate the City's current efforts to address the problem? What specifically do you believe the City should do that it is not currently doing? To the extent your solutions call for new programs, how would you pay for those programs?

Based on the data below, the City current efforts to address the problem need to be enhanced considerably.

Point in Time (PIT) Homeless Count



First, I think we can all agree that residents of Santa Monica that become homeless should be prioritized either in preventing the loss of a home or ensuring that that individual is quickly and efficiently given access to housing.

I would want to adopt an entirely new model for managing the chronic homeless population, one driven off many of the same measures as have been implemented in San Francisco and San Jose. Direct control and influence over all services provided in the City, ordinances that require housing (not outdoor camping), better mitigation of metro impact on supply of homelessness, proportional Santa Monica response – SM to agree with county a level of homeless responsibility per 1,000 residents with the remainder falling to the County or State for responsibility (economic or otherwise), housing engagement with wrap around services both inside and outside of Santa Monica. Santa Monica can no longer shoulder the significant costs of disproportionate amounts of homelessness relative to its resident population.

The challenges that Santa Monica faces are: 1) homeless that are from other parts of California that do not face mental health challenges or drug addiction, 2) homeless that are from other states in the US that do not face mental health challenges or drug addiction, 3) homeless that are drug addicted or face mental health challenges from in the State and outside the State. I personally believe in attribution of the costs to the County, State and Federal (for individuals not from the state of California). Santa Monica should provide services for #1 in Santa Monica, but #2 and #3 should be dealt with outside of Santa Monica with Santa Monica providing some form of limited economic support for the costs.

16. Do you support the City's laws regarding short term housing, corporate housing, AirBnb? Why or why not? If you do support those laws, what can be done to ensure enforcement, and resources for enforcement, on an ongoing basis and as we lead up to the 2028 Olympics and beyond? Please explain.

I don't think the City should allow short term housing, corporate housing or AirBnb until our hotels are financially viable. Our hotels don't take up valuable housing, they generate TOT that is critical for the City and they employ union and non-union employees that support our local economy. I would rather max out the hotels and then add more hotel capacity rather than AirBnb or similar temporary housing.

17. What, if any, specific changes to existing commercial zoning and development standards do you support? Which ones would you oppose? Explain.

Santa Monica's commercial zoning is built around a mid-20th century model: ground-floor retail, auto-oriented design, parking minimums, and low height limits. That model is increasingly misaligned with a city that has a jobs-housing imbalance, a struggling retail sector post-COVID, a Light Rail line, and state housing mandates it must comply with regardless of local preference. Changes I would support:

1. Reduce or Eliminate Parking Minimums Near Transit

Santa Monica's Expo Line stops at 4th/Colorado, 17th/SMC, and Bergamot. Within half a mile of each, parking minimums for commercial uses drive up construction costs, increase impervious surfaces, and subsidize car trips. Cities like Los Angeles have already moved in this direction. Supporting reduced parking minimums near these stations is fiscally smart, environmentally sound, and consistent with what the market is already telling us that new retail tenants often need less parking than codes require.

2. Streamline Permitting for Small Businesses

Santa Monica's entitlement process is among the most time-consuming and expensive in the region. A small restaurant owner or boutique retailer shouldn't need a land-use attorney to open. Supporting an administrative fast-track for by-right uses in commercial zones where the use is permitted and the project meets objective standards reduces barriers without sacrificing community input on larger projects.

3. Allow Modest Density Bonuses for Affordable Commercial Space

If a developer provides below-market commercial space for local small businesses or nonprofits, allowing a modest height or density bonus in return creates a market incentive to keep authentic local businesses in the city. This is particularly relevant on the Third Street Promenade and in the Bergamot area.

4. Mixed-Use Flexibility Along the Boulevard Corridors

Wilshire, Santa Monica Boulevard, and Lincoln Boulevard are all underperforming their potential as walkable, transit-served corridors. Supporting increased mixed-use flexibility residential above ground-floor commercial, reduced setback requirements, active frontage standards would allow these corridors to evolve without mandating it through top-down rezoning.

I support a smarter commercial zoning framework one that reduces unnecessary barriers for small businesses, adapts to the reality of post-COVID retail, and takes advantage of our transit investments. But I oppose growth-for-growth's-sake upzoning that outpaces our infrastructure, and I'll defend the design standards and community benefit requirements that make Santa Monica worth investing in. Being business-friendly doesn't mean giving developers a blank check it means creating a predictable, fair, and efficient system that works for businesses, residents, and the city's long-term fiscal health

18. Regardless of neighborhood, most residents meet their daily needs (medical services, groceries, recreation, etc.) by having access to functioning commercial businesses on nearby boulevards. What do you believe should be done if anything to improve the quality of place and vibrancy on any or all of our boulevards?

Beyond the impact of reducing crime and homelessness on our boulevards which is a pre-requisite to any success, our boulevards are the connective tissue of daily life in Santa Monica — where residents meet their doctors, buy their groceries, and run into their neighbors. When they go dark, the whole city feels it. I believe we need an honest, multi-pronged strategy: hold chronically vacant property owners accountable and ensure that empty buildings have a marketing casings, remove bureaucratic barriers for small businesses, adapt our zoning to the service economy that residents actually want, invest in safety and streetscape at the highest-potential nodes, and measure our progress publicly. Vibrancy doesn't happen by accident, it requires a city government that treats its commercial corridors as critical infrastructure, not as an afterthought.

19. Did you support the original version of AB 1740? Why or why not? What is your view of the current version of AB 1740?

At a high level, I divide the City into 2 segments – Santa Monica downtown which is California to Pico and Ocean to Lincoln. I think we need a process for development and business openings that has specific timelines (more like the FTC process with the Federal government) in our downtown area. For me, everything else can be handled (beaches etc) consistent with how it has been done historically (City and Coastal approval). For the downtown area, we need a streamlined, efficient process to attract capital back to our City for anything that requires regulatory approval.

I had real concerns about the original version of AB 1740 not about its stated goals, which I largely share, but about the gap between what it said it would do and what it actually did. Streamlining permits for bike lanes, outdoor dining, and transit improvements? Absolutely. But the original bill also quietly exempted market-rate multifamily housing developments from Coastal Commission review with no affordability requirements attached. That was never publicly described as a purpose of the bill and Santa Monica residents deserved to have that conversation openly before their city co-sponsored legislation with those implications. The process was also troubling: the city attached its name to this bill without a public vote or public hearing. That's not how decisions affecting our coastline should be made.

The current version of AB 1740 is substantially better and frankly, it's what the bill should have been from the start. Rather than creating permitting exemptions that would have weakened Coastal Act protections, the amended bill instead holds both the city and the Coastal Commission accountable to a clear timeline for completing Santa Monica's Local Coastal Program. An LCP is the right solution. It gives Santa Monica local control over routine coastal permitting while preserving state oversight and public appeal rights. The statewide bike and pedestrian infrastructure provision is also a genuine win. I support the current version of the bill and I'm committed to ensuring that if elected, the LCP process is completed on time, transparently, and with full community input because this coastline belongs to every Santa Monica resident, not just those who get invited to Sacramento."

20. What if anything do you support the City doing to make Santa Monica a more affordable place to live beyond housing production and direct income support programs? Is funding required for your proposals and, if so, how would you fund your proposals?

Affordability isn't just about rent, it's about whether a working family can actually afford to live in Santa Monica once you add up childcare, transportation, groceries, utilities, and the cost of keeping kids in enrichment programs. I support a comprehensive affordability agenda that addresses all of those pressure points — free transit, subsidized broadband, childcare facility expansion, grocery access in underserved neighborhoods, and recreation support funded by the visitors who use our city. Most of these proposals cost the general fund little or nothing. What they require is a city government willing to be creative, persistent, and honest about who affordability policy is actually supposed to serve. If I am successful in my efforts to turn around the City economically, we will have plenty of surplus to fund additional programs.

Proposal	Primary Funding Source	General Fund Exposure
Municipal Broadband	Federal BEAD grants	Low
Free Big Blue Bus	Parking revenue + employer TDM fees	Moderate
Childcare Facility Access	Developer community benefits + state grants	Low
Utility/Solar Relief	Federal IRA funds	None
Grocery Equity	Land lease (opportunity cost only)	None
Small Business Loan Fund	One-time GF capitalization, then revolving	One-time only
Recreation Access Fund	Short-term rental surcharge	None

Workers' Rights

1. What, if any, specific proactive steps have you taken in the past to protect workers, improve their working conditions, and/or to advance workers' rights to unionize?

Over the course of my career, I have been responsible for creating thousands, if not hundreds of thousands of jobs. I have worked with both national and local unions including the United Auto Workers and International Brotherhood of Teamsters. I have also worked with local unions in many of the trades and ports. I have negotiated Collective Bargaining Agreements and other labor agreements across multiple decades of work. I have never had a work stoppage, strike or any protracted negotiation with any union in the United States. I have always strived for compromise and fair arrangements which can only be done with complete transparency. I have never stood in the way of any organization that chose to unionize, although I have not been involved in many situations where unionization was selected. I think that speaks to the quality of the working conditions that we create in businesses that we are involved with. Given the wage and hour law suit activity in California (and specifically PAGA claims), I

believe there is real benefit in unions in California for hourly employees for both employers and employees.

2. The City of Santa Monica has adopted several strategies to ensure worker justice in our city, such as a hotel worker living wage ordinance, a labor neutrality requirement for new hotel developments, and a hotel and public property worker retention program. Do you support these programs and policies? Why or why not? What additional workers' rights policies would you propose if any?

I support Santa Monica's hotel worker living wage ordinance, labor neutrality requirement, and worker retention program. These policies reflect a core value I share with Santa Monica residents: that the people who make our city run — who clean our hotel rooms, staff our restaurants, and maintain our public spaces — deserve economic dignity and stability. In a city where the median rent for a one-bedroom apartment exceeds \$2,500 a month, a living wage is not a luxury. It is a basic condition for workers to remain in the communities they serve.

At the same time, I recognize that Santa Monica's hotel industry is navigating a genuinely difficult period. Hotel occupancy and revenue have not fully recovered to pre-pandemic levels, and our hotels now face rising operating costs, increased competition from short-term rentals, and a slower return of business travel. These are real pressures, and I do not think good labor policy means being indifferent to them.

That is why I believe implementation and enforcement of these policies matters as much as the policies themselves. I would support working with the hotel industry to ensure that compliance timelines, reporting requirements, and administrative burdens are as streamlined as possible — reducing friction without reducing protections. I would also explore whether the city can provide technical assistance or workforce development resources that benefit both workers and employers, such as training programs that increase productivity and reduce turnover costs for hotels while building skills and career pathways for workers.

Looking ahead, I would propose extending worker justice principles to additional sectors where Santa Monica workers are vulnerable but currently lack protections. Specifically, I would prioritize:

Predictive scheduling requirements for retail and food service workers, so that employees can plan their lives around more stable schedules, a reform that also reduces costly last-minute staffing chaos for employers. The technology tools that are available makes this achievable.

Strengthened wage theft enforcement, with dedicated city resources to recover stolen wages in the hospitality and retail sectors, where violations are common and workers rarely have the resources to pursue claims on their own. I have no tolerance for employers not paying employees legally.

I believe Santa Monica can be a model for how a city supports workers and businesses at the same time not by pretending those goals never conflict, but by pursuing policies that are fair, clear, and practically workable for everyone they affect.

3. What can you point to that should give Santa Monica workers and their allies confidence that you are committed to worker rights, a living wage, and the right to unionize?

I am candidate that has actually worked with unions and employees, my track record speaks for itself. I do think we need to prioritize an economic recovery right now so the City and its unionized hotel employees can continue to rely on employment opportunities within the City.

Economic Development

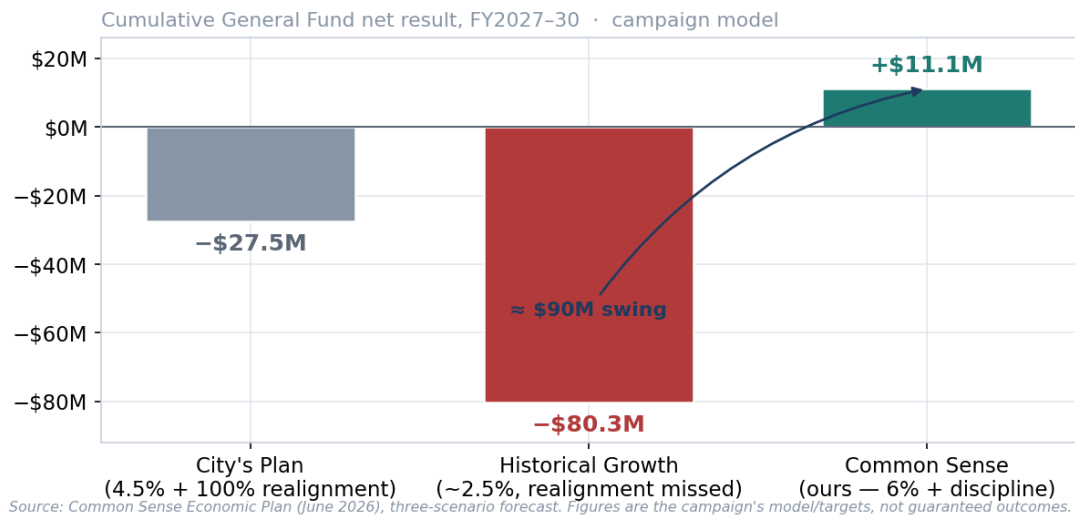
1. What policies and strategies would you pursue and prioritize to ensure that Santa Monica grows as a productive, thriving, inclusive, sustainable, welcoming, healthy and economically vibrant city for current and future generations?

My strategy is sequenced, and it is laid out in full in my Economic Plan. Start from the honest number: our economic crisis is costing residents and the City more than \$100 million a year in lost tax revenue and hard costs supporting homelessness. Fixing that is the precondition for everything Santa Monica wants to fund, so I would prioritize it in this order.

- **Reduce crime and homelessness first.** They are concentrated in our commercial corridors and they are the root cause of the decline. The targets are specific: bring per-capita crime down toward 120% of the California average within 24 months, and homelessness from 8.9 to 7.5 per 1,000 residents within 12 months, in line with the County.
- **Bring back business, tourists, and capital.** Following the reduction in crime and homeless, the Council should actively market and sell the city (including City Council members actively meeting with and soliciting new businesses to come to Santa Monica) with leasing incentives, expedited permitting, business tax holidays, captive insurance support, real capital support that turns into grants if successful, and use the catalysts we already have: the 2028 Olympics, a revitalized Convention Center, a rebuilt entertainment venue, Pier activation, and a Santa Monica Place solution. Our plan is built on roughly \$50 million of new economic activity by 2030, against the Realignment Plan's current estimate of \$1.9 million. The Santa Monica brand has been damaged, but bringing tourism back before we have solved our own problems will be catastrophic. The steps are set a target for crime and homelessness, achieve the targets, market the City to business and tourists (first to business).
- **Reinvest the surplus.** Our model targets \$30 to \$50 million a year once the economy is fixed. After statutory reserves, it splits 50/50 into city-funded affordable housing, repaying the Housing Trust Fund in full, and infrastructure, and it funds affordability programs for residents: subsidized childcare and after-school, free intra-city transit, resident discounts, and lower utility costs.

The discipline underneath all of this is two levers, not optimism: grow core revenue at 6%, the rate well-run tourist cities like Century City, Culver City, and Marina del Rey sustain, and hold expenses to net-zero growth. That turns the City's own trajectory, a \$27.5 million loss on its plan or an \$80 million loss at its historical growth, into roughly an \$11 million surplus by 2030. Growth done this way funds inclusion instead of competing with it.

Three paths to 2030



Three paths to 2030 (campaign model): the City's plan, historical growth, and ours. Cumulative General Fund result, FY2027-30.

2. What is the Realignment Plan doing well or poorly? What would you change?

Let me give credit first. The 2025 crime reduction of about 12.5% is real, and a few of the plan's operational items, ambulance billing and digital signage, are sensible housekeeping. But as a growth plan, the Realignment Plan mostly is not one.

By our analysis, roughly 70% of it is higher taxes and cost savings, and only about 6% (roughly \$1.9 million) is real new economic activity. The single largest piece is higher taxes and fees, about \$15.7 million, more than half the plan, much of it paid by residents through parking-rate increases and the like. It also leans on a parcel tax that is contingent on a future majority vote and is not recurring General Fund revenue, yet it is counted as if it were. It will be savings to the General Fund.

The deeper issue is that the plan is organized around five broad aspirations without integrated strategies or measurable outcomes on the two things that actually drive our economy, crime and homelessness. What I would change is the orientation: the plan tries to tax its way to balance, and the durable fix is bringing business and tourism back. And I would measure it on outcomes and returns, not inputs.

The City's version of the Realignment Plan assumes very little in the way of surplus contribution from the Realignment Plan and this makes the plan somewhat irrelevant to the future of the City. We need a plan that delivers revenues and surplus to the City.

3. For years the success of the Third Street Promenade was a cornerstone of Santa Monica's local economy. But the Promenade suffered in the aftermath of COVID and with the rise of virtual work, virtual shopping, and movie streaming. What do you think needs to be done to restore the economic vitality of the Promenade?

4. City finances continue to be strained. What will you do as a Councilmember to improve the City’s financial health in the short term and long term and make sure belt-tightening doesn’t threaten City financial commitments to our public schools, homelessness prevention or affordable housing programs?

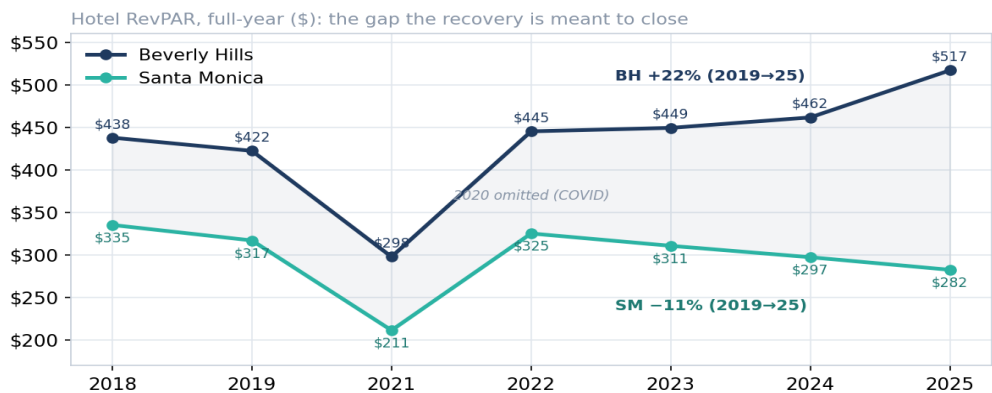
The Promenade’s decline traces to two causes: the loss of 5,000 to 7,000 jobs through business failures and the tourism collapse, and a public-safety environment that drives residents and visitors away. Empty storefronts are the symptom, and the suggestion that they are the cause has the causality backwards. The April 2026 downtown data makes the point: the DTSM team logged more than 2,500 contacts with homeless individuals in a single month, and Narcan was used 11 times. No downtown thrives with those numbers.

My strategy has two parts that work together. First, bring people back to live there. I would promote 3,000 to 5,000 new housing units downtown, affordable, market-rate, and ownership, to replace lost employment foot traffic with permanent resident activity, and for the Promenade itself I favor a much higher residential component, roughly 75% housing and 25% retail (but that is a longer term solution to match retail footprints to retail acceptance). Building takes two to four years, but we need to start now. Second, rebuild the tourist economy by fixing the conditions, safety, cleanliness, and a welcoming environment, that make Santa Monica competitive again. A convention center (Rand building) and a new entertainment venue (Civic) can drive real traffic to the Promenade and our hotels. That runs three to five years, and the RevPAR gap against Beverly Hills shows how much revenue is recoverable.

I am the only candidate with a plan for the Mall and I have worked with the special servicer on its feasibility. I know the solution can work.

I would also fix the specifics that are not working. End or significantly modify the Entertainment Zone program, which both the City Manager and DTSM’s President consider ineffective, and make public alcohol activation event-driven and time-limited rather than permanent. From start to finish, we need to get businesses open in 30 days with the City subsidizing the start up costs. And hold chronically vacant landlords accountable rather than letting buildings sit dark – but do so in a way that isn’t punitive, but based on responsibility.

Recoverable revenue: Santa Monica vs. Beverly Hills



Source: STR Destination Reports via Beverly Hills CVB (campaign hotel model, YTD full-year RevPAR). 2020 absent (COVID).

Recoverable revenue: hotel RevPAR, Santa Monica vs Beverly Hills. The gap the recovery is meant to close.

4. What will you do to improve the City's financial health short and long term, and make sure belt-tightening doesn't threaten commitments to schools, homelessness prevention, or affordable housing?

Short term, I would give the City a financial planning overhaul. Within six months I would stand up a real long-term budget and cash-flow forecast, forward-looking, with clear benchmarks and honest variance analysis, which the City currently lacks, and I would stop the practice of citing backward-looking audits as proof of health. I would also stop covering deficits by selling land or using reserves which is the fiscal equivalent of burning furniture to keep warm. The honest starting point: the FY2026-27 budget balances only through a \$25+ million reserve draw (the official reserve-use line in the City's own March 24 forecast), the final tranche of a \$60 million two-year set-aside that is spent by mid-2027.

Long term, I think we can grow core revenue at 6% with the right priorities, what well-run tourist cities earn once crime, homelessness, and business are fixed, and hold expenses to net-zero growth, roughly \$32 million below the City's 2030 trajectory, with no service cuts. Those two levers turn the City's own path, a \$27.5 million loss on its plan or an \$80 million loss at historical growth, into about an \$11 million surplus with a common sense plan. Under my plan there will be no issues with funding schools, homeless prevention (priority) and affordable housing. Under the City's current plan with no surplus created over the next 4 years, all of these are at substantial risk.

On your specific concern: I protect schools, homelessness prevention, and affordable housing by growing the revenue that funds them. After statutory reserves, the recovery surplus splits 50/50 into affordable housing, repaying the Housing Trust Fund in full, and infrastructure. Belt-tightening that guts tenant and school programs would be self-defeating; it shrinks the very things that make the City worth living in.

City Governance and Budgeting

1. What specific measures would you pursue to ensure that staff reports are made available to both councilmembers and the public with sufficient lead time to allow for thorough review, informed deliberation, and meaningful public participation?

In the private markets (including public Company) we require a minimum of 4 and typically 7 days to evaluate board materials. I think the City should have the same standard and if not given 7 days it falls to the next meeting. I also think all information should have source documents for data and analytics. We should encourage active and frequent public participation and expand the tools that the public has to use to communicate.

I would push for a firm minimum lead time on staff reports so councilmembers and the public have real time to review before a vote. The midnight decisions on complex items usually trace back to poor process, not hard issues, and I have run far more consequential board meetings in a fraction of the time. I would also give councilmembers more staff support for genuine oversight, and improve public access with advance sign-up and longer speaking slots.

2. Please describe any budgeting experience you have and how that experience would help you ensure sound fiscal management, directing of resources, and priority setting.

This is my core competence. Over 35 years I have been CEO, COO, or CFO more than 25 times, built and executed hundreds, if not thousands of financial plans, and raised billions from institutional investors and banks, work that lives or dies on accurate budgeting and forecasting. Within six months I would bring private-sector planning tools to City staff and stand up a long-term budget and cash-flow forecast that works as a real management tool, with honest variance analysis and outcome-based measurement. Directing scarce resources to priorities is what I have done my entire career.

There will be no other candidate with my experience in budgeting. The City does not utilize the latest tools or methodologies for budgeting. FP&A (financial planning and analytics) is one of the most important tools in any Company and any entity and the City's tools are very limited. It is virtually impossible for the existing City Council or the public to make reasoned decisions or assessments with the information that is currently supplied. The City identified that it achieved certain capital projects milestones this year, those milestones are table stakes in the private markets. The analytics around capital and resource allocation are virtually non existent in the City. Any private Company would have failed years ago with these processes. It is time to change that.

3. How would you build and maintain the trust of residents, and what specific steps would you take to ensure that your constituents always feel informed, engaged, and genuinely represented in the decisions that affect their lives?

I would use the same approach I use with my investors: before any material decision, share my reasoning and the supporting analysis, invite feedback, and take it seriously even when I do not ultimately adopt it. Consensus before commitment. In practice that means forward-looking financial reporting residents can actually evaluate, building coalitions before advancing major policy rather than after, and real public-input processes instead of two minutes at midnight. Trust comes from being straight about tradeoffs, including when I land somewhere a resident hoped I would not.

I would treat constituents the same way I treat investors that reward me with the opportunity to invest their money as a fiduciary. The standard would be the same. Complete and total transparency and regular communication supporting that transparency. The City's financial transparency is currently a 1 out of 10 and I plan on bringing it to 10 within 6 months.

4. How do you view the balance between exercising independent judgment as a Councilmember and representing the wishes and needs of your constituents?

The two reinforce each other when the process is right. The decision is mine to make, constituents elect judgment, not a poll-taker, but the process of reaching it has to be collaborative. I share my reasoning, listen genuinely, and explain myself when I land somewhere different from where someone hoped. People accept a decision they disagreed with far more readily when they had real input and an honest

account of the why. A unique factor about me is typically successful business professionals are not good listeners and I am the opposite – listening is a skill that creates consensus and better decisions.

5. Do city councilmembers need to guard against disproportionate influence of wealthy stakeholders and powerful businesses on local government? What would you do if anything to ensure that residents with less resources and access have an equally meaningful voice in shaping city policy?

Yes, and as a business owner myself I hold that line deliberately. I take no money from anyone seeking to influence my vote: no city contractors, no developers with projects before the Council, none of their lobbyists, no hotel owners, no unions, and no businesses.

For residents with less access, I would bring the community's voice in early and often, especially neighborhoods like Pico that have historically been heard last, and design real engagement rather than the one-to-two-minute comment window that rewards the organized and the available.

As an investor, we have lengthy conversations with our partners before doing anything.

Justice, Equity, Diversity and Inclusion

1. Do you support the City taking steps to address the ongoing impacts of past racism? If so, what steps do you support taking?

Yes. Santa Monica has a documented history of city-directed displacement of Black communities; that's not abstract or contested, and it creates specific, actionable obligations beyond general equity commitments. I'm honest about the tension between a remedial-justice framework, which holds the City to obligations arising from specific past wrongs, and a universalist one that helps all disadvantaged residents without race-specific programs; both reflect real values, but given this city's history, the remedial argument has concrete grounding. Steps I'd support include completing and funding a right-to-return program and dedicated investment in the neighborhoods that bore the cost. The honest constraint is fiscal: fixing the City's finances isn't a detour from this work, it's the precondition for funding it.

2. How would you use your position as a Councilmember to ensure the City actively listens to and invests in its Black community and commits to tangible improvements in opportunity, representation, and quality of life for Black community members?

By turning commitment into funded, measured action rather than veiled statements. I would start first by listening structurally to the Black community, and I would bring Black community leaders in early on decisions that affect them, not after. Invest concretely, fund a right-to-return program and direct infrastructure, small-business, and housing resources into historically underinvested neighborhoods. I would then measure it, I'm a data-driven decision-maker, and I'd track representation in City hiring and promotion and report against it.

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 make proper investments into this valued part of society.

3. How would you use your position as a Councilmember to ensure the City actively listens to and invests in its Latino community and commits to tangible improvements in opportunity, representation, and quality of life for Latino community members?

With such a large portion of our constituents being Latino, it is incredibly important to listen and invest in our Latino residents. Much of this runs through the Pico neighborhood, which carries the heaviest concentration of economic and environmental vulnerability in the city. My priorities there: infrastructure and public amenities that have historically been underbuilt; small-business support, including technical assistance, preferential city contracting, and access to city-supported financing; anti-displacement housing prioritized in the area; and community voice, involving residents early and often in anything affecting their neighborhood.

4. How would you use your position as a Councilmember to ensure that Santa Monica remains a safe, welcoming, and affirming city for its LGBTQ+ residents and visitors, especially during a period of heightened vulnerability at the national level?

The City of Santa Monica should play an active role in supporting and protecting all of its residents, particularly marginalized communities like the LGBTQ+ community. The LGBTQ+ community both in Santa Monica and outside of the city has undoubtedly been at the receiving end of social, 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 an indispensable part of Santa Monica, has contributed heavily to the amazing city it is, and needs to be recognized for it.

5. How would you use your position as a Councilmember to ensure the City stands up for the dignity, safety, and rights of its immigrant residents, workers and visitors when faced with federal immigration actions 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

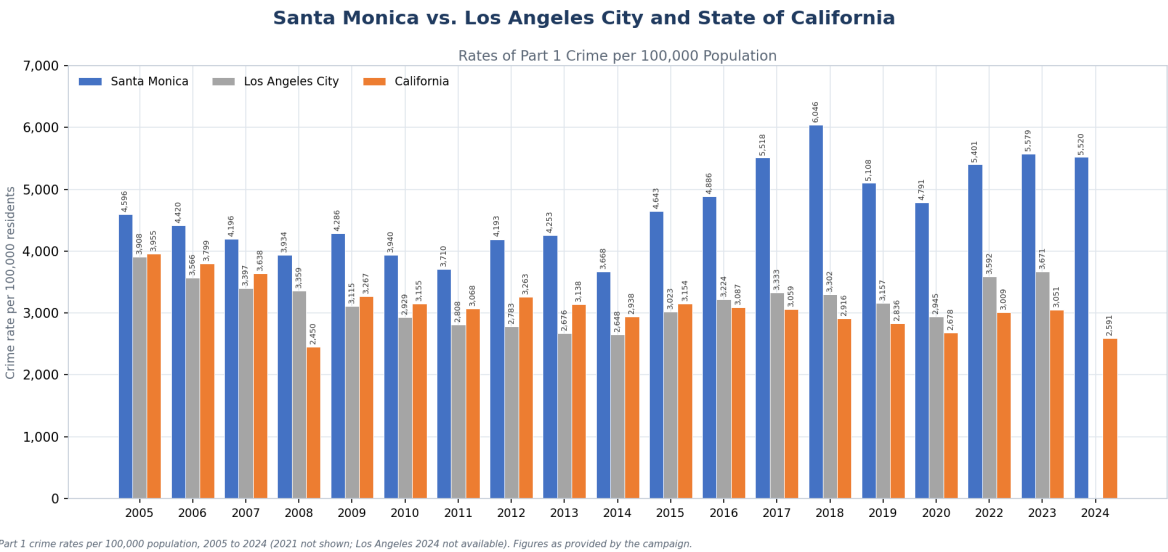
authorities that can escalate situations without improving outcomes. Sometimes quiet effectiveness is a valuable tool—strategic calculation in favor of immigrant residents should always be the priority.

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.

Public Safety

1. In your assessment, how well is Santa Monica performing when it comes to public safety?

Santa Monica has serious, measurable public-safety problems, and a recent poll of more than 1,000 residents put crime and homelessness as their top two concerns. Our per-capita crime remains above the California average. The progress is real, reported Part 1 crime fell about 12.5% in 2025, and I credit the police force for it, and Police Chief Jacob for it. But I call that a starting point, not a victory. The analogy I use is a business with persistently bad service: you do not just get back to neutral, you have to overdeliver to rebuild a reputation. My standard is to get crime below peer cities and back toward pre-Metro levels, so Santa Monica can honestly be marketed as safe again.



Part 1 crime per 100,000: Santa Monica vs Los Angeles City and California, 2005-2024. Figures as provided by the campaign.

6. Are there any trends that you find troubling, if yes which ones, and how would you address this?

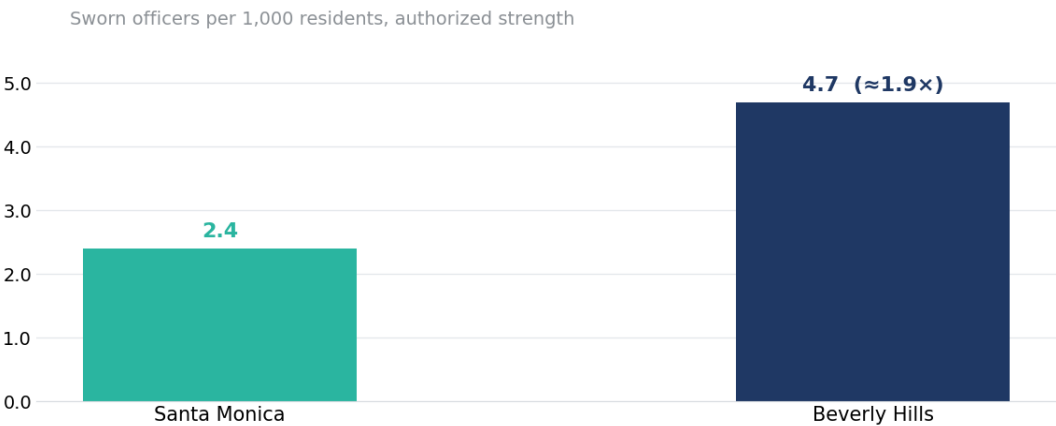
The trend that worries me most is homelessness, and the fact that Santa Monica is moving the wrong way while the region improves. LA County’s point-in-time count fell about 4%, while Santa Monica’s rose from 774 to 812, and we still have the highest rate of any Southern California beach city. Roughly 6,000 to 9,000 people cycle through the city each year, about 800 are on the street at any time, and there are around 2,000 homeless arrests annually. This tracks directly with the economy: analysis shows a Pearson’s R of 0.8 to 0.9 between crime and homelessness levels and hotel performance. My target is to bring homelessness down from 10-9 to 7.5 per 1,000 residents, in line with the County.

I have identified 30+ different strategies that can be implemented around homelessness including housing, enforcement, Metro, measurement, budget allocation, traceability, transparency, and accountability. San Francisco and San Jose have made real progress reducing homelessness, we simply need to adopt some of their new policies which are working.

7. What, if any, specific changes do you support to the manner of policing in Santa Monica?

I will be direct about the sequencing, because it matters more than the slogan. Get crime levels down first through enforcement and police intervention, then sustain them through prevention, unarmed response for calls that do not need an armed officer, and community investment. It is a sequencing choice, not an either/or. For the next 12 to 24 months that does mean giving our police the tools and staffing to hold the progress they are making and preparing for the Great Park opening in 2029; Beverly Hills, a comparably tourist-dependent city, fields roughly twice the officers per 1,000 residents we do. New York City in the 1990s is the model: bring levels down, then hold them with lighter-touch tools.

Beverly Hills fields roughly twice the police per resident



Source: authorized sworn strength: SMPD ≈228 (FY2024-25 budget) for ~93,100 residents; BHPD ≈154 for ~32,700. Actual staffing ~212 vs ~131 (≈1.8×).

Sworn officers per 1,000 residents, authorized strength: SMPD ≈228 for ~93,100 residents vs BHPD ≈154 for ~32,700, about 1.9 times. Actual staffing (~212 vs ~131) runs about 1.8 times.

8. Are there specific changes to the use of funds currently allocated to the police department that you would advocate?

I will be direct rather than tell you what is easy to hear: my position is to give the police the resources to finish the job, the technology and staffing to bring crime down, not to cut the budget. I would hold that spending to two hard metrics, Part 1 crime and hotel occupancy (Transient Occupancy Tax), which move together. As crime falls, I would expect the mix to shift over time toward prevention and unarmed response.

9. As a Councilmember what steps would you take to maintain and improve pedestrian and bicyclist safety throughout the city?

Speed is the single most consequential variable, so I would target lower speed limits (that are enforced) in residential areas, higher limits only on designated arterials, backed by real enforcement and physical traffic calming, not just signage. I walk, bike, or scooter around the City at least half the days of the week, so this is personal as well as policy.

Education

1. Do you support the 2026 Parcel Tax citizens' initiative to provide funding to our public schools and, if so, will you actively encourage your supporters to vote for that Parcel Tax? Why or why not?

2. In the event the 2026 Parcel Tax fails, will you support continuation of the Master Use Facilities Agreement between the City and the School District after its current expiration date of next year? Why or why not?

3. In the event the 2026 Parcel Tax passes, will you support any level of additional funding by the City to the School District after the expiration of the current Master Use Facilities Agreement?

4. Over the last couple of decades, the City and Santa Monica College have transitioned from an often hostile relationship to a partnership of shared goals. What will you do to maintain and expand the progress in college/city collaboration?

5. Do you pledge to ensure that the Big Blue Bus remains a ready partner to provide free "any line, any time" student transit pass service to SMC students?

Yes.

6. Do you support additional bond funding for Santa Monica College when it is needed?

Yes. Provided Santa Monica College can provide a budget that highlights it can service the obligations. A financial challenge at SMC would have negative implications to the City and its residents, in addition to further marginalizing our fragile economy. The Santa Monica College financial situation is a disaster.

Environment, Sustainability, Mobility

1. What do you view as the City's most important current environmental and sustainability programs? What more do you want to see the City do? Explain.

The work I would prioritize has a clear tenant dimension. Heat resilience in older rental housing matters most, renters in uninsulated buildings without air conditioning face the greatest exposure, and there is no City program targeting them. I would create one, alongside a real heat action plan with cooling centers and outreach to isolated seniors. As a City, I think we need to be better prepared for severe water shortages in the future requiring more water capture and positioning the City for solar desalination (identifying space that can be used for this process) where clean water is made from sea water while separating the minerals to not create destructive brine.

2. What do you view as the City's most important current mobility programs? What more do you want to see the City do? Explain.

Mobility is personal for me; I designed my life here around not driving and I walk, bike, or scooter at least half the days of the week. What matters most is making the City genuinely walkable and bikeable and backing real regional transit. I support the Sepulveda Transit Corridor and additional Metro rail, because cutting car dependency needs regional connectivity, not just local options. I would add speed reductions with physical traffic calming, encourage shared scooters and e-bikes that replace car trips, and set parking policy by actual usage rather than ideology.

The Arts in Santa Monica

1. What will you do as a council member, if anything, to preserve and increase opportunities for artists and the arts in Santa Monica?

Santa Monica has long called itself an arts city. According to the city's own data, 9% of Santa Monica's total workforce is in the creative industry — the highest concentration in the nation, nearly five times the national average. That is not an accident. It is the result of decades of investment in infrastructure, space, and cultural institutions that have made this city a genuine destination for artists and art lovers from around the world.

That identity is now under serious threat. And as a council member, I intend to do something about it.

The most urgent issue before us is Bergamot Station. In February 2025, the city reclassified this 5.6-acre, city-owned campus — home to more than 20 fine art galleries, a nonprofit theater, studios and creative organizations, some of which have operated there since the complex opened in 1994 — as surplus land. In June 2025, the city issued a request for proposals inviting developers to demolish the existing galleries and replace them with private development. Critically, the current development guidelines do not require proposals to include any space that preserves existing galleries or prioritizes arts and cultural uses.

Bergamot Station was built from a derelict industrial site into one of the most internationally recognized gallery complexes in the United States precisely because the city made a deliberate choice to invest in arts infrastructure. Declaring that same asset surplus — without requiring any arts preservation as a condition of redevelopment — contradicts everything Santa Monica says it stands for culturally.

I support redevelopment at Bergamot that includes affordable housing. The housing crisis is real, and city-owned land should be part of the solution. But affordable housing and arts preservation are not mutually exclusive. As a council member, I would insist that any development agreement for the Bergamot site include:

A meaningful arts and culture use requirement not as a gesture, but as a binding condition including gallery space, studio space, or live/work units for working artists that are affordable and deed-restricted for the long term.

2. Are you willing to increase the budget for the Arts in Santa Monica? If so, how?

Santa Monica's General Fund for is not in a strong position. This is not a moment when a council member can promise to simply write a larger check for the arts without explaining where the money comes from. I intend to be honest about that.

In the budgeting process, which with my involvement will be done consistent with private market expectations, we will build an appropriate amount into the budget for the Arts in Santa Monica.

State Ballot Measures

1. Do you support the Howard Jarvis measure (or any substitute measure) to require a two-thirds vote on any and every form of new local tax? Why or why not? Will you actively encourage your supporters to vote the same way as you on this measure?

No. Fundamentally, I think a two-thirds vote on any and every form of new local tax should require a two-thirds vote. While I do not like, and generally don't support more taxes on residents (\$50 million of new taxes in the last 5 years is enough), making it impossible to raise taxes will severely limit our City, particularly given its financial position. Yes, I will actively encourage. For the purpose of transparency, I will only support taxes that sunset in the future for Santa Monica residents.

2. Do you support the measure to require that any ballot measure imposing a new super-majority vote requirement must itself pass by that same super-majority in order to become effective? Why or why not? Will you actively encourage your supporters to vote the same way as you on this measure (assuming it appears on the ballot)?

Yes and yes.

3. Do you support the measure to condition the right to vote on new voter identification requirements? Why or why not? Will you actively encourage your supporters to vote the same way as you on this measure?

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.

Yes, I will proactively encourage supporters to vote the same way.