

Yes/No Qs

Olympics?

No. I would not support an offer to the U.S. Olympic bid if it would require any additional investment from Colorado's taxpayers. To that end, if Colorado could receive an infrastructure investment from federal funds to widen our roadways, invest in the electrification of our infrastructure and transportation systems, and create more economic development in our state, I would consider a bid for the Olympics. As Governor, my top priority is to create a better Colorado for everyone - unless an Olympic bid can prove benefits to this end, I would not support it.

I-70 Expansion?

Yes. We have to increase the capacity of our east-west highways throughout the State of Colorado both to address interstate commerce, support of our tourism industry to the mountains, and ensure that our citizens spend less time in stop and go traffic. With that being said, although expansion is necessary, we have to take into consideration any impact that any expansion will have on neighboring communities, ensuring that all voices and concerns are heard, and the issues at hand are thoughtfully addressed. More specifically, widening roads is not a long-term solution to transportation needs in Colorado because traffic will always expand to the number of lanes available. We must make long term investments in multi-modal transit like passenger rail, expansion of bus rapid transit, and others that will address transportation concerns for the next 50 years. Ignoring our problems, and continuously expanding roadways as our population is simply put, not an option.

Should Colorado as a whole be a Sanctuary State?

Yes. I wholeheartedly support codifying Colorado as a sanctuary state, but this must be an intermediary step in creating a federal fix that is a long-term solution. Leadership in Washington has been unable to craft a coherent immigration policy that provides our global community real opportunities to migrate legally. We should not encourage people to come here illegally, but we must have a more progressive immigration system that creates real pathways for people who are looking for a better economic future to come to America.

I stand with the hardworking Coloradans that have come here for a better life. I believe companies should be held accountable for paying people under the table, and exploiting migrant workers by paying them unfair wages. This practice has no place in Colorado. As Governor, I will urge our congressional representatives to support holistic immigration reform, and in the meantime, I will stand by hardworking Coloradans in support for codifying Colorado as a sanctuary state.

Q&A

Democratic candidates are talking about revitalizing rural communities, which is necessary. Urban centers are indeed seeing expansion, but this leaves open the risk of such expansion manifesting as gentrification. What is your plan to address urban growth, but without coming at the cost of marginalized communities?

I believe gentrification and growth at the cost of marginalized communities is a reflection of a lack of a holistic statewide vision. Transit, housing, energy use, economic development, urban sprawl, all tend to be looked at in silos. Our state is failing to plan with a vision. Rather than let growth roll over Colorado, I believe the state must assess the impacts of growth in real time. That is why, as Governor, I will create a statewide planning and development board, built with leadership from communities, and heads of state departments like economic development and transportation. Collaboration between communities and vital agencies at the state and community level will yield smarter development policies and processes that will lead to better results for Colorado's communities. When multiple communities' transit departments, affordable housing boards, economic development offices, water and electric utilities, and the state have platforms to collaborate, their policies can be coordinated, and have a greater impact. A statewide planning and development board will be equipped to connect communities, preserve historic neighborhoods, and ensure growth is positively impacting communities. Without a statewide vision, and a statewide planning and development agency, Colorado risks consequential expansion. As Governor, I will ensure community and state agencies collaborate through this process to help guide smart growth.

In addition, Colorado must do more to increase the available stock of affordable housing. Much like the aforementioned issues, housing should not be looked at in a silo. Ensuring our affordable housing developments are interwoven with mass transit networks, or are centrally located, is as important as finding more affordable housing. Those living in affordable housing units must have access to high quality job and education opportunities. As Governor, I will support creating a statewide cabinet position on affordable housing, increase funds for affordable housing projects, and ensure that the affordable housing cabinet is represented on the statewide planning and development board so all of Colorado's communities can experience positive growth without marginalizing communities.

Are there any specific plans to address the unique healthcare needs of women (including and beyond reproduction), the disabled, those with mental health needs, and residents within rural communities?

My vision for a healthier Colorado is driven by one basic principle -- It is a fundamental right for all Coloradans to have quality health care. Care must be affordable for all individuals, and fiscally feasible for the state. Colorado's state health care spending has risen significantly in the recent past. As of 2013, personal health care costs in Colorado have more than quadrupled

over the previous two decades.¹ More than 33¢ of every \$1 spent in our state goes to healthcare, but our healthcare system does not serve all our constituents well enough. At the current pace, we will bankrupt the state trying to provide care for everyone.

Transparency is an intermediate measure that will help contain costs, but a *universal healthcare market* shows great promise as a strong long-term fix. We will not see leadership from D.C. make strides towards a universal healthcare market, but Colorado cannot continue along the path that we have. That is why I have been working with Gavin Newsom (front-runner for Governor of California) to create an interstate health care compact between Colorado, California, and other western progressive states to ensure that all our citizens can have affordable, high quality health care. By expanding the patient pool across multiple states, our public health care system will have more power to lower costs, expand coverage, and improve care for all.

For the women of Colorado, I believe it is essential that we protect women’s rights to affordable and accessible contraceptive care. Not only should women have autonomy over their bodies, but they and their partners should be empowered to enter parenthood responsibly. The policies I support as Governor will reflect these values. For those with mental health needs, I believe that mental healthcare and physical healthcare should receive equal coverage. Many of our rural areas struggle to attract enough mental health providers. As Governor, I will look to create incentives that drive mental health providers towards areas of high need, alongside my economic development plan for the state which specifically targets development in rural Colorado, and should spur a natural growth in healthcare as a region develops.

Do you believe that private companies who have accidents that affect the land or wildlife (i.e. toxic spills) have an obligation to cover all the costs of clean up? Should they also be fined?

Absolutely, to both of those questions.

According to experts, Colorado will be facing a water crisis in less than a decade. What is your plan for water security?

The Colorado Water Plan was an “Everything including the Kitchen Sink” type of document, except, that includes plans to secure water for Colorado over the next 30 years. Unfortunately, it did not include a way for us to pay for the sink. Some of the projects and policies that I would support as Governor will require funding from the state, and while our state budget is tight today, we dedicate only a fraction of a percent to water projects. I believe the state can play a larger role in helping water utilities and individual communities finance large scale water projects (storage, repairing large water infrastructure projects in disrepair, etc.) but perhaps more significant are the projects that the state can help implement within communities and on a

¹<https://www.colorado.gov/pacific/cocostcommission/news/colorado-health-care-costs-increase-fourfold-20-years-says-report>

statewide level. There are *five* primary policies that will unlock enormous water savings for Colorado - many of these recommendations are directly from the Colorado Water Plan.

- First: Colorado should invest in water storage infrastructure to ensure in years of heavy precipitation, we can preserve water for years of drought.
- Second: One of the Colorado Water Plan's primary recommendations was the use of Alternative Transfer Methods, or methods other than diversion projects to get more water from the western slope to the front range. Many of these methods are as simple as creating water leases, a water bank, or new water rights agreements that allow water rights owners to lease their water to urban areas without having to forfeit their water rights. As Governor, I will push the state to expand these programs by creating awareness, building a statewide online platform for buyers and sellers of water to do business, and to continue utilizing new alternative transfer methods that allow water rights owners, and our urban centers to partner, and create a solution that works for everyone.
- Third, by utilizing innovative technology to use water more efficiently in our urban centers. Cloud based irrigation systems track live weather patterns, humidity, rainfall, etc.. so our homes can use less water, and enjoy the same results. Technologies like these can reduce water usage by 30%. As our urban centers grow, ensuring new developments, and existing homes have increased opportunities to adopt these technologies will be of the utmost importance. As governor, my policy and tone in the capital will be supportive of these changes.
- Fourth, Colorado must do more to explore the potential for water reuse. Water used in our homes may not be suitable to drink, but in many cases it can be suitable for agricultural use. I believe the state can do more to work with our farming communities and local water utilities to maximize the life of water while it is in our state.
- Fifth, In Colorado, we lack a statewide vision that assesses how to strategically balance growth and development across our state to better utilize our resources. Among the most important of these resources is water. Colorado needs a statewide vision that helps communities plan their infrastructure, economic development, transportation systems, land development, and water use to ensure that growth and conservation are not mutually exclusive. Today, we don't have a holistic statewide plan for development, and I don't believe that is acceptable. Rather than let growth roll over our state, I believe the state should help communities actively define how their growth will interact with the surrounding environment and natural resources through strategic planning, and thoughtful decision-making.

What campaign finance reforms do you believe Colorado needs to adopt?

The purpose of the democratic political process is to give a voice to the masses in the form of a vote. When the process itself is distorted by the hundreds of millions of dollars that are thrown into political races, we lose the fair and balanced system on which democracy is founded. It is ridiculous that in this election, there will be well over \$100 million spent in the Governor's race alone. With \$100 million Colorado could impact a number of critical issues from affordable housing and healthcare to renewable energy, infrastructure, or education. *A public campaign finance system* returns justice to our democracy and our political process by returning democratic power to the people. In this system, the state regulates total campaign donations, and the government provides matching funds for small donors so the grassroots can once again be the focal point of the democratic process. In making these reforms, we can fix the imbalance of influences that corrupt our political process and make strides towards strengthening our democracy and creating an electoral system in which the best candidates - not necessarily the richest - hold office.

The next redistricting will happen under the next Governor's administration. The Governor gets to appoint 3 people to the 11-member reapportionment commission. What criteria will you use to make your appointment decisions?

The ultimate objective in redistricting is to create highest number of competitive districts to ensure that the majority of Coloradans have the greatest political representation possible - candidates should have to earn the vote of every Colorado neighborhood, not the ones redistricted to the benefit of their party. As a result, I believe this process should be de-politicized, and should utilize scientific methods to enable the democratic process to function properly. Those who represent the majority of Colorado should win. As Governor, I will look to data scientists to guide the process to ensure we achieve the greatest degree of balance possible.

Do you believe charter schools could be part of a healthy and functioning public school system?

I support public charter schools that are not run by for-profit entities as incubators for education innovation - not as a substitute for public neighborhood schools. In addition, I believe that if charter schools are to receive state dollars, they must adhere to state standards.

Do you believe standardized testing is beneficial?

I believe standard testing should be used as a guide, but should not overwhelm the education system, nor take away from the learning processes of our students. In Colorado, we must ensure that the systems we use to evaluate our teachers are in line with the skills we expect to be taught in the classroom. A large factor in student success and high student test scores is

parent involvement, something out of a teacher's control.² I have yet to hear any parent tell me they want their child to go to school to learn how to be a great test-taker, so why are we using tests so heavily in evaluating our teachers? It's time to make a change.

Testing should be used as a tool for teachers to help them identify what areas their students struggle in, and to most effectively target the support their students need; not to punish teachers. As Governor, I will recommend that we reform the requirements of Senate Bill 10-191, and establish new methods to evaluate student and teacher performance based not on how well a student tests, but through the best examples of cutting edge evaluation methods that we can find across the United States, and the world. Adjustments in our teacher evaluation process should be led by master teachers and education leaders throughout Colorado, with guidance from the state to ensure their recommendations reflect the needs of both urban and rural, high performing, and low performing schools.

As Governor, I will place the finalists of the Colorado Teacher of the Year award and the National Board of Teacher's Certificate recipients in the front seat of Colorado's evaluation reform process to ensure that the teachers who truly are the best in the business are leading the way on finding the most effective ways to evaluate other teachers, and help them improve.

What criminal justice reforms do you believe need to be put into place in Colorado?

Colorado's justice system is failing - it costs the taxpayers millions, incarcerates those who need rehabilitation and mental health treatment, and is ultimately a drag on society. I believe that violent criminals with a history of being a danger to society or themselves belong in these institutions, but too many times, those enrolled in the criminal justice system are unable to return as productive members of society. The point of a justice system is within the name - to ensure those who act criminally receive a just punishment - not one that forever condemns them to a life of poverty and prison. Rehabilitation has to become a critical component to the penal system that ultimately, our prison system is judged by. As governor, I want to explore justice reform that reduces the recidivism rate, prioritizes public safety, and focuses on allowing those who have made mistakes to have a second chance to become productive members of our society.

About 1 in every 5 prisoners in Colorado are kept within a private prison. What is your perspective on private prisons in terms of the criminal justice system and the state budget?

There is an inherent conflict of interest when profit and incarceration go hand in hand. Basic market forces push private prisons to incarcerate more people, not rehabilitate them. Colorado must continue to fight recidivism rates across the board. Corporations have an interest in profit, therefore even if rehabilitation is offered, there is an incentive to keep prisons full. I believe that

² <http://www.nea.org/tools/17360.htm>

the only way to remove this conflict of interest is by bringing prisons back under the control of the state, and reforming our justice system to focus on rehabilitation and reintegration rather than expensive punishment that largely fails to help the convicted, and society as a whole.

Do you believe that the concept of Community Policing needs to be reintroduced, and that officers should be held accountable for their actions?

Yes, I do believe in community policing. It is a way in which officers can better get to know the communities they patrol, and the folks within those communities can know the officers tasked with protecting their safety and security.

Yes, officers should absolutely be held accountable for their actions, but I believe that all Coloradan's should also work to see the positive impacts that the vast majority of police officers have on our state. Our communities should rally behind our police officers, peace officers, and military who day in and day out fight the right fight. In our 24 hour news cycle, we see the horrific acts of a few, but this is not representative of the many decent, hard working men and women in our police force or military at large. Colorado can do more to recognize and support the exceptional members of our police force and the military in their fight to improve our communities, as we continue to hold them to a high standard, and ensure that the few bad apples do not impede our judgement of these groups as a whole, or in our communities.

What can your administration do to prevent racial profiling?

As Governor, there are two primary actions that I believe will make a substantive difference. First, as Governor, I have a unique platform on which to reach Coloradan's - I can set the tone for our state. That tone will be one of strong support for all of our racial communities, and exceptionally strong support for those being targeted. There is no place for hate or misconduct towards anyone based on their race - every single Coloradan deserves to be treated with dignity and respect - as Governor I will be sure the state hears that message.

Second, I believe education will play a vital role in ending racial profiling in our justice system. As Governor, I will support statewide programs that ensure our police officers, sheriffs, and state patrolers are aware of how they may be intentionally or unintentionally profiling in our communities of color. It is essential that we utilize data from police interactions, traffic stops, searches, and arrests so we can identify if statistically, people are not being targeted simply because of the color of their skin, and create policy to counteract that profiling.

Do you believe people deserve equal pay for equal work, regardless of who they are?

ABSOLUTELY, across occupation, industries, race, and education level, women with full-time year-round jobs make less than men. Based on median income, women in Colorado make 87

cents for every dollar that men make, which adds up to an annual wage gap of \$9,938.³ The wage gap deepens for women of color, with Black women paid 64 cents, Latinas 54 cents and Asian women paid 70 cents for every dollar paid to white men.⁴ If nothing is done now, women and men may not reach equality in pay until 2059.⁵ Colorado can not wait that long.

There are measures we can take to better enforce pay gap legislation, and make a substantive difference towards closing the gender wage gap. By limiting what legal claims employers can use to justify paying female employees less than their male counterparts so that legally pay differences can only be justified by similar differences in a workers skills, effort, and responsibility. New provisions that would help Colorado enforce equal pay legislation would include: legally requiring equal pay for employees who perform substantially similar work, eliminating the requirement that employees being compared work at the same establishment, explicitly stating that retaliation against employees who seek to enforce the law is illegal, and making it more difficult for employers to satisfy the bona fide factor other than sex.

The average minimum wage worker is 34 years old, according to the Colorado Fiscal Institute, not the image of teenagers in their first jobs. Minimum wage will be \$12/hour beginning the 1st day of 2020, though for full-time work will only net them not even \$25,000 annually before taxes and pre-tax deductions, assuming they never get sick or take any time off. Is \$12/hour enough?

A \$12/hour minimum wage may be enough, depending on the community. Some Colorado communities have extremely low costs of living, and similarly have low costs of doing business which allow them to be successful in areas of low economic activity. As a state, \$12/hour should meet the minimum standard for many of those communities, but it likely will not be enough for the urban centers that have experienced rapid economic growth over the last several years.

Do you believe employees have the right to organize and collectively bargain?

Yes! I support the rights of workers to collectively bargain. The ability to collectively bargain creates a balance of power that elevates workers voices, and ensures protection of their rights - It is a vital function of our economic system.

³ U.S. Census Bureau. (2016) https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_15_1YR_B20017&prodType=table, <https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-05.html>

⁴ U.S. Census Bureau. (2016) https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_15_5YR_B20017&prodType=table, <https://www.census.gov/data/tables/time-series/demo/income-poverty/cps-pinc/pinc-05.html>

⁵ Institute for Women's Policy Research. (2016, September 13) <https://iwpr.org/publications/womens-median-earnings-as-a-percent-of-mens-median-earnings-1960-2015-full-time-year-round-workers-with-projection-for-pay-equity-in-2059/>

About 1 in 10 Coloradans struggle with having enough food to eat. The numbers are higher for children--1 in 6. What can your administration do help?

I believe Colorado should explore food sharing programs between grocery stores and food banks. In the United States, we waste almost 40% of the food produced between the farm and meals at the kitchen table. Our grocery stores throw out food that may have imperfections, or be approaching its expiration date. In Spain and France, it is illegal for grocery stores to throw away food, they must give away the food that is not selling, or approaching its expiration date to the needy. I believe Colorado must move in this direction and explore the potential of this type of program to stop the food shortage.

As a long-term solution, I believe that the struggle to find enough food is a symptom of a broken economy and a reflection of the rising income inequality in our state. Funding education can actively fight both of these phenomena by ensuring during weekdays students can receive nutrition meals at school, and by ensuring that all Coloradans have access to high quality education that gives them the necessary skills to go on to earn post-secondary degrees, or work in the middle class. That is why I started Careerwise Colorado, our state's first statewide youth apprenticeship program that is being looked to across the nation as a model to fight income inequality, and give students from all backgrounds and geographies new opportunities to gain real-world skills starting in high school that will benefit them for life.

Many candidates have spoken strongly either in favor of keeping or in favor of reforming or all together get rid of TABOR. What is your view and how will you accomplish it?

I believe that we must modernize TABOR. When TABOR was enacted in 1992, Colorado was a very different place. I believe that Colorado's recent growth, and thriving economy have highlighted the consequences we face from such thoughtless legislation. That is why in the first two years of my first term as governor, I will build a coalition, travel the state, and make the case to modernize TABOR, by stripping the amendment of its ridiculous funding formulas that have left Colorado unable to pay for vital public services such as education, infrastructure, and healthcare while maintaining the right of the people to vote on all new taxes. After all, the people of Colorado should have the right to decide when we must make investments in our state.

What are your views on commerce--in terms of attracting new business or industry to this state, and/or in cultivating what businesses, industry, and resources already here?

When I was 6, I started working in my dad's pickle plant. In that plant, I found my love for entrepreneurship, manufacturing, and the amazing people I worked with. I learned the value of hard-work and a good job, but more importantly in that In that plant, I developed the democratic values that have driven my civic, philanthropic, and government work that I have achieved over decades - these same democratic values are what drove me to run for Governor.

As a business leader and a Democrat, I believe I have unique insight into the undeniably powerful opportunities that innovative businesses and Democratic leadership can accomplish together. After chairing the Colorado Economic Development commissions for years, I understand what processes Colorado must take to attract businesses, and many of the business incentives we offer today simply make no sense.

As Governor, I will reform the economic development and job creation incentives that Colorado offers companies to ensure that economic growth does not just reach a few urban communities, but that we unlock that benefits that each individual community across Colorado holds. Many of our urban areas do not need major financial incentives to attract business, we need to invest in our education and infrastructure to sustain the businesses that come here with home grown talent. In many of our rural communities, state economic development initiatives have a far greater impact, and many of those rural communities are in need of development. In today's economic climate, I believe economic development incentives should be given with a bias towards rural Colorado. I believe in a bottom up approach to economic development and job growth wherein individual communities should lead the process by identifying what type of growth they want to spur, and as Governor, I would direct the state's economic development incentives to help them accomplish their goals.

How do farmers and agriculture factor into your vision for a Colorado economy, especially as cattle and grain prices have dropped and exports have declined?

Colorado's heritage is in farming and ranching, and today this industry is an integral part of our economy generating \$41 billion a year in activity. I believe that the state's policy should reflect the vital importance of agriculture in our state, and as this industry struggles with low crop and cattle prices, the state should be there to support them. A primary measure to support farmers and ranchers is by protecting our public lands, and combating any efforts to sell our public lands off. Many ranchers depend on public lands for affordable grazing. The Governor must protect these lands for our state, and this community. Second, many farmers and ranchers utilize mineral rights, or oil and gas production as a secondary source of income. As gas prices have dropped, I believe the state has an opportunity today, to provide farmers and ranchers a more reliable source of secondary income - wind turbines and solar panels. In Colorado, renewable energy development by individuals is largely limited by the utilities in which the farms reside. As Governor, I want to open up the energy marketplace to private renewable developers so farmers and ranchers across the state can utilize our sunshine and wind to provide clean electricity to Coloradans - and get paid for it. As Colorado moves to more aggressive percentages of renewable energy, I believe farmers and ranchers can play a vital role, and can generate additional revenue when crop and cattle prices are low. Third, my economic development plan focuses on providing incentives with a bias to rural Colorado. As communities see more economic development, farmers and ranchers will have new opportunities to gain additional income through farm to table initiatives, and special product organic farming, and industry which has seen growing profits while the standard cash crops have seen declining

revenues. Finally, Colorado should explore legislation to support the growth of industrial hemp. Colorado has an opportunity to lead the nation in industrial hemp production, and spur economic growth in these industries which show great promise.

There is a growing housing crisis. What do you propose to resolve the issue of affordable housing? Additionally, how can this help renters, veterans, and seniors, who each have unique needs to navigate?

The growing housing crisis in Colorado at the core, is an issue of supply and demand. Demand for housing in our urban centers is outpacing supply, and this is causing prices to rise dramatically. To stabilize prices, as a state, we must increase the supply of housing. As Governor, I will fight for the following policies so that as housing development gets built, we have established incentives and financial mechanisms to support increasing affordable housing in the market for renters, veterans, seniors, and everyday Coloradans. Though the needs of these groups may differ, the lack of housing specific for them is equally a reflection of a market that does not have the supply to meet the demand - the bottom line is we must do better at spurring affordable and special needs housing development. As Governor, there are three primary solutions that I will fully support to make effective change in creating affordable housing across our state.

1) Increase funding for the Low Income Housing Tax Credit

Colorado's State Low Income Housing Credit has been fundamental to the growth of private investment in building affordable housing. "Established in 1986, the federal Low-income Housing Tax Credit (LIHTC) program has financed roughly 90 percent of affordable homes in the U.S., including more than 45,000 in Colorado. The key to this success is LIHTC's ability to attract private investment to help meet affordable housing needs. Last year, for every \$1 available in the state's LIHTC fund, there were \$3 in demand, for tax credits to build affordable housing. This tax credit is an economic driver, job creator, and true success story for affordable housing creation, but the state portion of this credit is set to expire in 2019. As Governor, I will fully support legislative action to extend the life of this tax credit, and increase the state dollar dedicated to the LIHTC fund until Colorado has addressed it's affordable housing needs.

2) New Flexible Affordable Housing Funds

Though the Low income housing tax credit serves our urban centers and large affordable housing developments well, they are not nearly as effective in helping spur development for smaller projects, or for rural Colorado. The way in which the tax credit guidelines are written, it is very difficult for builders in rural areas, or in areas with lower populations to utilize the credit and create affordable housing projects. Similarly, this fund cannot help lower-middle class income groups (60% - 100% of an area's median income) like many young professionals, hourly

workers, some veterans, or retiree's. The folks in this group are vital members to our state's socio-economic fabric, and our housing market is leaving them behind.

That is why as Governor, I want to create a new flexible affordable housing fund to be integrated into a state office for affordable housing. This office will work collaboratively with the statewide planning board that I will create once in office, to identify areas where the Colorado communities can utilize their resources, and work with the state and the private sector to build affordable housing that serve the population being left behind. One example of how the state could use a flexible affordable housing fund is based on an affordable housing fund that the city of Denver has created.

- In 2013, Denver launched a highly innovative fund for affordable housing projects built near public transit stations. These developments utilize the value of public transportation to low-income residents, and provide an exceptionally high economic payoff to our economy. This fund does not exist at the state level, but as Governor, I'd support looking at our state budget, and assessing what results a statewide fund like this could generate. As the populations in our urban centers continue to grow, we must think more strategically about the ways in which we use our resources to protect our state's beauty, and serve all Coloradans.

3) Setting the Tone

Since Colorado has seen the wave of tremendous migration and economic growth that have brought rapidly increasing housing prices and stagnant wages, our state has failed to lead on finding effective ways to create affordable housing. The best solutions will be a result of collaboration between communities who understand the needs of their people, and the resources, both human and financial, that the state can provide. I believe it is vital that the next Governor set a tone of taking on affordable housing head on - with community leadership to ensure that the progress we make truly reaches those who need it.

Once soldiers come home, they are faced with many hard issues and not many resources. What can be expected of your administration to help veterans transition back to civilian life?

The most important thing for our veterans is that they have access to a good job when they return from combat. As Governor, I will work with our department of labor to establish job growth and economic development incentives that prioritizing give preference to businesses that hire returning vets. In addition, recent reports have identified the vital role that the outdoors can play for veterans with mental health issues transitioning to civilian life. As Governor, I will push for policy that waives all fees at state parks for veterans. Finally, though the Governor of Colorado does not directly control health benefits for our veterans, from urban to rural communities, I continue to hear about veterans struggles to secure high quality health care. As Governor, I will work with our congressional delegation to ensure that Colorado's leaders in Washington are actively fighting for our veterans returning from combat.

There is constant fear that PERA will become insolvent, especially if another recession hits. What solutions do you believe will help in avoiding or otherwise resolving that crisis?

I believe that with PERA' pending insolvency, we may need the taxpayers today to make an investment in PERA so Colorado can honor its commitment to our existing public servants. Any taxpayer investment that I ask the public to make will focus on putting PERA on track to solvency based on today's calculations. Going forward, the financial risk of our future public employee pension system should not rest on the shoulders of the taxpayer - the bottom line is, those managing the fund must do a better job. As Governor, I would focus on ensuring that PERA board members have the guidance, information, and expertise necessary to make sound, and responsible financial decisions. I believe what is most important is that those serving on the PERA board are highly informed. As Governor, I will push for an independent third-party of financial experts to serve as council in support of the board, to provide expertise and guidance on the financial decisions that the PERA board makes going forward.

Seniors in need of housing are faced with limited funds, long waitlists of up to a few years, and nonprofits who try to help unable to find the funding to fill in the gaps. What can your administration do to help Colorado's seniors?

Refer to the previous question. Struggles with housing today are largely a reflection of the market in which demand is outpacing supply. The state must ensure there are incentives and financial mechanisms in place so as supply and demand reach equity again, the state is in a position to offer the resources needed to help finance affordable housing for all groups.

Would you consider retroactive clemency for non-violent convictions involving marijuana?

Yes!