

Schedule for Boards and Commissions Group Interviews to be held in the 1777 West Conference Room, Municipal Building, 1777 Broadway (reminder emails will be sent to applicants)

March 5	Arts Commissions	6:00-6:35 PM
	Beverages Licensing Authority	6:35-6:55 PM
	Boulder Junction Parking/TDM	6:55-7:10 PM
	Board of Zoning Adjustment	7:10-7:25 PM
	Downtown Management Commission	7:25-7:40 PM
	Landmarks Board	7:40-7:55 PM
	Open Space Board of Trustees Group #1	7:55-8:35 PM
	Open Space Board of Trustees Group #2	8:35-9:15 PM
March 10	Chautauqua Association	6:00-6:20 PM
	Environmental Advisory Board	6:20-6:50 PM
	Housing Authority (BHP)	6:50-7:15 PM
	Human Relations Commission	7:15-7:50 PM
	Water Resources Advisory Board	7:50-8:10 PM
	Parks & Recreation Advisory Board Group #1	8:10-8:40 PM
	Parks & Recreation Advisory Board Group #2	8:40-9:10 PM
March 12	Boulder Design Advisory Board	6:00-6:35 PM
	Boulder Urban Renewal Authority	6:35-6:50 PM
	Library Commission	6:50-7:05 PM
	Planning Board	7:05-7:40 PM
	University Hill Commercial Area Management Commission	7:40-8:00 PM
	Transportation Advisory Board Group #1	8:00-8:35 PM
	Transportation Advisory Board Group #2	8:35-9:10 PM

Boulder City Council

2015 Boards and Commissions Appointment Guide

Arts Commission

Council Action Requested:

Appoint one new member to a five year term through March 2020.

Current Members:

2019 Felicia Furman
 2018 A. Richard Turbiak
 2017 Ann Moss
 2016 Linda Haertling
 2015 Anna Salim

Occupation:

Self Employed - documentary filmmaker
 Director Community+Creatives Partnership
 Landscape Architect/City and Regional Planner
 Speech/Language Pathologist Adams 12 Five Star Schools
 Office Manager

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Arts Commission Applicants

Tamil Maldonado Vega
Boulder, CO 80301
Occupation: Director, Barrio E'

Carolanne McKirnan
Boulder, CO 80302
Occupation: Artist

Jeptha Sheene
Boulder, CO 80301
Occupation: Realtor

Lisa Widdekind
Boulder, CO 80303
Occupation: Emergency Management Program Coordina

Trina Wyatt
Boulder, CO 80304
Occupation: Consultant/Film Producer

Belgin Yucelen
Boulder, CO 80301
Occupation: Artist

ARTS COMMISSION



Annual Application - 2015

Date

01/10/15

The Arts Commission consists of five members appointed by City Council, each to a five-year term. The Commission promotes and encourages programs in the performing, visual and literary arts.

Staff Liaison: Matt Chasansky (303) 441-4113

Meetings are held the third Wednesday of the month at 6:00 PM in the Main Boulder Public Library.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Carolanne

Last Name *

McKirnan

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-440-5345

Mobile Phone (?)

Work Phone (?)

E-mail Address *

mckirnanscrow@yahoo.com

Occupation

Artist

Place of Employment/Retired

home

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

37

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My working back round in Boulder has been diverse. I was a teacher at Flatirons Elementary, Nederland Elementary and and Boulder Day nursery in the 1970s and 80s. I raised three children from mid 1980's to early 2000's while volunteering at Conference on World Affairs and EFFA. I owned and operated McKirnan Bed and Bath Co (retail interior design shop) from 2004-20012. I have been a working artist from 2000.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

My art career, and friend and relations connections in Europe keep me traveling quite a bit. My primary observation in every city or town is the public and museum art presence. Almost every city has a vastly changing public space led by a strong art and architecture focus. Boulder seems very weak in this area by contrast. I have been attending Boulder public meetings on various subjects relating to this issue and am very keen to be a part of the ongoing discussion.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Listening and compromise are essential tools for mitigating conflict. I am very conflict adverse as it seems like such a waste of valuable time. I suppose with out a specific example in mind, it's best to identify the primary goal of the group and determine if the issue at hand is relevant to that aim. I do understand that diversity of opinion is necessary especially when the subject is art. I headed the committee on human condition at CWA for over ten years. The most fundamental goal of my job was to make sure each of us had a productive voice and felt that they were making a significant contribution. I do my best to be direct but kind.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

i don't know of any potential conflicts of interest. Obviously my own art career would be off limits for any direct benefit from this group. I would imagine that the board has in place a set of expectations for anyone applying for this position in order to identify most conflicts before proceeding with offering a position. Without a specific example I suppose I would rely on precedent and by laws etc. I myself am very direct and compassionate. I do my best to make independent and fair observations of any given situation. I am not a fan of drama or innuendo.

5. What art discipline(s) do you represent? How would you fairly consider the needs of the entire arts community? *

I am a visual artist. My current work are nature paintings on corroded metal. I use metal both as a hung canvas and sculpture. I write poetry and prose, play cello in a small orchestra that I lead, and have had a professional career as a ballet dancer as a young woman in Chicago and NYC.

I have a particular affection for outside public art and how a city is perceived at first glance. Of course, I would love to see a vibrant cultural presence for all art forms.

6. What are your ideas to (a) support the visual and performing artists in our community (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts? *

I am passionate about both my home town, Boulder and how we move into the future. I believe that Boulder's weakest link as a growing city is it's arts support and presence. Without any realistic understanding of the practical issues at hand, I know Boulder needs a collaborative arts space that is not reduced to sterile dry walled cubicles. We need a very obvious and diverse public art presence. I was in the Seattle recently and marveled at the organic way art happened with a small incentives from various arts and community organizations. Anything from small semi permanent street corner art installations, to huge sculptures seemingly growing out of downtown buildings and small concerts in the odd empty space or churches. We need to present the vast variety, quirkiness and humanity that Boulder has to offer in a way that defies mediocrity and sterility. Bronze statues are all well and good, but I would love to see something a bit less solipsistic and more reflective of a unique vision. We don't need more reminders of the Flatirons and the mall.

I love what Jan Burton has done with the mash up program at CMF. The Dairy has some

innovative Theater although their visual arts presentation tends to be a bit weak and uninspired. BMOCA is a jewel in Boulder, but has some underutilized space. It would be great to have small creative events in empty spaces that mix our existing talent with citizen awareness. Imagine reciting a poem by a local poet before every city meeting. Or, a Boulder poet laureate. I could fill this page with pipe dreams. In terms of funding, I'd love to study other small cities funding process. I do know that massive funding corrupts and sterilizes art. We have to find a way to recognize young artist in our community. My daughter is a musician and painter. She has been part of a large network of twenty somethings that are hosting their own events in warehouses and other spaces in Boulder. If we don't honor them we will lose an essential vibrancy Boulder needs to survive as an arts presence. Finally, we need to collaborate with Naropa, CU, and all independent arts organizations and funders to wake up our long dormant interest in expanding the boundaries of new uncontrolled art forms. We have some impressive talent and connections in this town. If we don't act soon, the increasingly wealthy residents of Boulder will simply get their fill of art and innovation on their travels without any expectation of being an integrated citizen in Boulder concerned with our own potential to have a renowned arts presence.

7. How should the city promote multicultural expression and participation in the arts? *

I'm not sure what this means. We live in a predominantly white community. It's time we stop being so self conscious about that. If we do our job right and allow for more arts diversity and vibrancy than the population will follow. Don't discriminate. Welcome diverse subjects and unregulated art forms. We need become a city where diversity can find a home. We're a long way from there.

8. The Voters just approved an additional \$600,000 for public art. How should the City spend this money? *

I have been attending meetings concerning design and planning for the city. We need to operate in concert with the planning board and look at the big picture. It would be great to first consider public spaces that are used the by the most people, bus stops, benches, etc. Perhaps there could be a financial incentive for downtown builders to incorporate sculpture in their building.

9. If Boulder were to implement 1% for the arts, how do you recommend that the funding be deployed? *

First a dedicated community arts space and residency program (there is a chance for diversity here). As I mentioned before, not a sterile environment but something more open. I love the armory the way it is now as opposed to the rather soul crushing vision in play for an arts space. There has to be a way that the city can facilitate the launch of such a space and integrate a way for the space to pay for itself eventually. That would reduce the need for perpetual funding and allow for more artistic freedom. I am not a big fan of continuous funding. The more hands off encouragement the arts receives, the higher quality and more creative arts you will see.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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ARTS COMMISSION

Annual Application - 2015

Date

01/12/15

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Staff Liaison: Matt Chasansky (303) 441-4113

Meetings are held the third Wednesday of the month at 6:00 PM in the Main Boulder Public Library.

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First Name *

Lisa

Last Name *

Widdekind

Home Address (Not available to the public unless you are appointed.) *

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80303

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303-726-8805

303-944-8857

E-mail Address *

widdekind@yahoo.com

Occupation

Emergency Management Program Coordinator

Place of Employment/Retired

Boulder County Public Health

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I served on the Wildfire Community Arts Board of Directors in Berthoud, CO from 2003-2006. I also served Namaquaa Unitarian Universalists in many capacities from 2005-2009 including the Social Action and Finance Committees, Board of Trustees, and Board President.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

No, I have not had any interactions with this board that I can recall.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

There were several opportunities to exercise diplomacy in my past board experiences. In addition, I have learned a lot of techniques through trainings and the Master's program I am currently working toward. I think the most important thing is to make sure all sides are heard by everyone involved. Active listening skills support these efforts. It's helpful to have ground rules in place and commit to a decision-making standard in advance so you know if you need consensus to move forward or just a majority. Other critical factors are respect, assumption of positive intent, and accountability mechanisms.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't perceive any conflicts of interest.

5. What art discipline(s) do you represent? How would you fairly consider the needs of the entire arts community? *

I represent the viewing public, I am not an artist. I think this is a great perspective to have. I think because I have no vested interest I have an inherent freedom to fairly consider the needs of the entire community.

6. What are your ideas to (a) support the visual and performing artists in our community (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts? *

I don't have great depth of knowledge about the Boulder art community and would want to know more about what they feel would be valuable and how they think this commission could serve them. I do have a background in public education and outreach and think I would have many ideas around increasing awareness of, participation in, and access to the arts. I think that beyond appreciation, a connection with art is essential to everyone. I think creating opportunities to connect both serves the community and engenders support. I also think that promoting a culture in the community of patronage for the arts might be a worthwhile endeavor.

7. How should the city promote multicultural expression and participation in the arts? *

I think multiculturalism enriches communities. Further, I believe that the public appreciates opportunities to connect and experience other cultures and that artistic activities that promote cross-cultural experiences are of value and are often well-received.

8. The Voters just approved an additional \$600,000 for public art. How should the City spend this money? *

I think community engagement is critical to ongoing public support as well as to ensure people feel like their contribution has been well spent. Was any polling done in preparation for this initiative? If so, were any questions asked that gave preferential direction from the public? If not, perhaps we want to consider that, possibly as part of the City's regular community survey or perhaps we could get some students to take it on.

While I don't have a particular agenda, I think it would be really cool if there were some "Welcome to Boulder" signs done by artists that characterize the City, perhaps voted on by the public.

9. If Boulder were to implement 1% for the arts, how do you recommend that the funding be deployed? *

As I said above, I think community engagement is critical and would employ the same techniques

I won't speak to the entire pie but I think a partnership between a variety of artists and K-12 education would be an excellent investment. My first take would be for a piece of it to support an apprenticeship program alongside a more broad-based

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ARTS COMMISSION

Annual Application - 2015

Date

02/12/15

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First Name *

belgin

Last Name *

yucelen

Home Address (Not available to the public unless you are appointed.)*

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Best phone number where you can be reached

Home Phone (?)

303-938-1204

Mobile Phone (?)

303-264-9122

Work Phone (?)

E-mail Address *

byucelen@gmail.com

Occupation

artist

Place of Employment/Retired

belgin yucelen studios

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

14

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Ph.D. Chemical Engineer, arts and sculpting education, management positions in research

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have no previous experience however I would like to be involved

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

my solution would be to list all the positives and negatives and understand each conflicting opinions in detail. during management positions in the engineering world I had many similar situations

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not have any conflicts. conflicts should be handled by understanding and listening different opinions, brainstorming together, evaluating positive and negative respects

5. What art discipline(s) do you represent? How would you fairly consider the needs of the entire arts community? *

I represent visual arts

Art provides an imagery where reality becomes more clear. Art lifts us from "now" to strangest timeless lands transferring ideas and emotions across time and countries. Art gathers people together. Art is a necessity. To be able to raise funds and awareness public and the private and government organizations need to realize that art is a necessity.

Arts communities need spaces for visual art displays and performing arts in private and non-profit owned venues. Smaller individual places where socializing will be encouraged.

6. What are your ideas to (a) support the visual and performing artists in our community (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts? *

support visual and performing arts with more private and non-profit owned venues
encourage artistic innovation through private or city/government funds
increase awareness with more public art, having exciting art exhibitions with art from out of state, inviting artists for talks or workshops (there are no art workshops for sculptors in Boulder)

7. How should the city promote multicultural expression and participation in the arts? *

city can provide funding for art projects that can bring people together, such as creating together or art projects which offer involvement with the art piece after it is installed.
Multicultural expression can be promoted by organizing festivals or performances that would involve multicultural societies

8. The Voters just approved an additional \$600,000 for public art. How should the City spend this money? *

more street public art (permanent and temporary). gathering place for all artists from many disciplines where they can exchange ideas and share their work. This could be an art cafe similar to the ones at the beginning of 20th century in Paris, or art studios similar to the ones in Connecticut where local artists would share studios in a large warehouse.

9. If Boulder were to implement 1% for the arts, how do you recommend that the funding be deployed? *

The funding can be used for more public art, temporary and permanent to enhance public environment. Calls can be posted to invite local and other state artists. Acquiring art pieces for the city buildings is another option.

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cityclerkstaff@bouldercolorado.gov
ARTS COMMISSION

ARTS COMMISSION



Annual Application - 2015

Date

02/07/15

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First Name *

Jeptha

Last Name *

Sheene

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80301

Postal / Zip Code

CO

State / Province / Region

Boulder

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-881-4147

E-mail Address *

jsheene@jepthasheene.com

Occupation

Realtor

Place of Employment/Retired

RE/MAX of Boulder

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

11

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Training/Education: After sustained studies in ballet, modern and jazz dance, I studied painting and commercial art at the Colorado Institute of Art in Denver, Colorado and later, fashion design at the Fashion Institute of Technology in New York City. ""

Experience: Growing up in Boulder in the 1970s with a mother who is a fiber arts professional, and who nurtured a love of arts of all kinds, is an important part of the experience I bring. Having lived elsewhere in major cultural centers where the arts are held in highest regard - New York and San Francisco - also informs my perspective.

I worked as a photographer's stylist on advertising, on publicity for Mesa State College, and for an awareness project involving photographing the homeless for United Way.

In New York City, in the fashion business, I was involved in design/merchandising/color choices and coordinating the creation of special products. I worked closely with the design team to create new lines of clothing and accessories.

Arts commission board service: I recently served for several years on the Board of the City of Grand Junction Commission on Arts and Culture. This diverse Board was nonetheless unified in its interest in promoting diversity in the projects we supported.

I recently returned to Boulder (where I grew up) and am excited to bring support my passion for continued support of art that integrates and resonates in the daily lives of the public.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I recently discovered free Saturdays at the Boulder Museum of Contemporary Art (BMoCa) The current exhibit "Substrate," is whimsical and laughter generating. I was inspired to see this collection available to the public at no charge.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Having been in residential and commercial real estate for the past 12 years, I have extensive experience in negotiating contracts and working to bring parties together for a successful deal. I find that modeling clear communication, ensuring that both sides are truly heard, and clarifying shared goals with a set time frame for completion are keys to achieving agreement. I have a reputation in the business for successfully bringing together parties and transactions that have a reputation for being challenging, for being a creative facilitator.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am aware of no conflicts of interest.

I believe Board members should remove themselves from decision-making votes and exercising influence on any matters where there are conflict of interest concerns.

5. What art discipline(s) do you represent? How would you fairly consider the needs of the entire arts community? *

As an amateur performer, I danced, sang, acted, designed costumes, directed, painted and made collage, and fiber art; I am a longtime reader. At home and when I travel, museums and concerts are highlights of my planning.

I am now very much an enthusiastic audience member.

As an arts lover, I would say that I represent a very range of disciplines - visual, plastic, literary and performing arts: theatre, literature, dance, clothing, painting, sculpture, photography.

Since I appreciate a broad range of the arts, it is natural for me to consider the needs of the entire arts community: I want them all to flourish and create.

And of course, as a woman, I am sensitive to the still imbalanced male-centric art world bias.

My work as a realtor, where my integrity is a key calling card, is a constant training in fairly considering diverse needs, and bringing people to consensus. This skill proved very helpful when I served on the Grand Junction Arts Commission Board.

6. What are your ideas to (a) support the visual and performing artists in our community (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts? *

In general terms I would say that thinking small can be a way to efficiently deploy resources for maximum impact.

I would suggest supporting series of traveling brief performances of mime, poetry, music, theater, dance performed in public spaces. Grocery stores, 30th street mall, parks, retirement homes, schools.

Support and sponsor changing exhibits at public land highly trafficked private (e.g. building lobby) spaces, sponsored by the Commission, to expose people to art who might not otherwise seek out a museum, for example.

Support and sponsor juried shows, to encourage and reward artistic innovation. Promote exploring all kinds of medians both arts and crafts including less traditional examples might include collage, fiber, plastic, sound/video, light, movement.

integrate arts events into the agendas of public ceremonies - poem readings, brief theatrical events, and so on.

7. How should the city promote multicultural expression and participation in the arts? *

Multicultural expression and participation can be promoted most fundamentally by defining clear goals and guidelines as part of overall policy. It can be woven into classes, exhibits, public performances.

8. The Voters just approved an additional \$600,000 for public art. How should the City spend this money? *

Spend it, I would suggest, on art commissioned for publicly owned high-traffic locations where Boulderites pass by - along pathways, parks.

Commission work which is interactive and dynamic rather than static, and which invites the viewer/auditor to engage.

The Denver airport is a successful example of integration art into the floors, the walls, the ceilings, although in my opinion some of it might be more interactive.

9. If Boulder were to implement 1% for the arts, how do you recommend that the funding be deployed? *

Conceptually, I think these resources should in part be viewed like a kind of investment, with the return on investment measured in terms of how many people re touched by the art. The goal, naturally, is to reach a large group, and a varied group.

It is important to nurture a love of the arts in young people - the next generation - and a portion of the funds ought, in my opinion, to be directed at the young both as artists, and as audience.

Provide affordable or free workshops to all age groups. A focus often missed is re-introducing adults to their own artistic side and encouraging them to express or return to passions they may have had as a child. Adults who once were musicians/poets/artists and have stopped creating when careers, financial or family obligations encroached on their free time.

Funding should be deployed to support the interests of the young, to support artistic production for public works, to support all ages as amateur creatives, to support artistic awareness, as well as encouraging all ages as audience members/art appreciators.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

ARTS COMMISSION



Annual Application - 2015

Date

02/08/15

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Staff Liaison: Matt Chasansky (303) 441-4113

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First Name *

Trina

Last Name *

Wyatt

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

310-497-1633

E-mail Address *

trina.wyatt@gmail.com

Occupation

Consultant/Film Producer

Place of Employment/Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

1

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I received my BA in Economics from UCLA where I also studied Theatre Arts. I later earned my MBA at NYU where I also studied poetry writing with William Packard. In the year prior to his death, I served on the selection committee for the New York Quarterly.

While living in New York, I worked several years for Tribeca Entertainment and launched the first Tribeca Film Festival. (Here I worked with city agencies and sponsors.) I also served on the Advisory Board of the Tribeca Partnership – a not-for-profit organization helping the homeless.

A couple of years later, while living in Los Angeles, I took over for the Managing Director of Film Independent, a not-for-profit whose major programs included the Independent Spirit Awards and the Los Angeles Film Festival. (Both programs involved working closely with the City of Santa Monica and the City of Los Angeles.) As Managing Director I had to regularly report to and interact with the Board of Directors which was comprised of artists and professionals cut from a wide swath of the film industry.

Most recently I served on the Advisory Board of the not-for-profit organization GATE, the Global Alliance for Transformational Entertainment.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

No, I moved to Boulder just under a year ago and I am very eager to become a more active citizen. My primary concern is that though I've attended many events and met several talented artistic residents, the arts are not mentioned in the City of Boulders' Wikipedia listing or prominently listed on the City's website. Boulder should be known as a City for the Arts.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

When I started working at Film Independent in Los Angeles, the organization was called the Independent Feature Project West or IFP West. There was another organization in New York called the Independent Feature Project. Though both organizations were not-for-profit and shared a common name and website, they had different membership bases, boards, programs, and bank accounts. The respective Executive Directors set up a meeting in New York between key board members to discuss either an official merger or a separation for the entities. For several hours we discussed the challenges and benefits of a merger and similarly, the challenges and benefits that would be resolved in completely separating the organizations. We were able to reach a compromised solution whereby the organizations would separate with IFP West, as the more financially stable entity, agreeing to change its name, while IFP New York retained the website.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no conflict of interest, though the CEOs of two large Boulder companies have verbally said that they would love to support me in creating a Conscious Film Festival. I currently have no plan to do this.

If there is a potential or perceived conflict of interest, then the individual who might have a conflict should not be eligible to vote or give sway on the initiative or project.

5. What art discipline(s) do you represent? How would you fairly consider the needs of the entire arts community? *

Though I have studied at various times theatre arts, visual arts (painting) and poetry, my predominant artistic discipline is film. I love so many artistic disciplines that I am certain I would fairly consider all of the arts community. Also, I have the experience of mediating between different program heads (at Tribeca and Film Independent) to find a win-win solution to further the goals of the entire organization.

6. What are your ideas to (a) support the visual and performing artists in our community (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts? *

In summary, my primary idea is to bring art to the people – all the people of Boulder. Ideally Boulder would adopt the best practices from other cities and communities around the world while creating something completely authentic and distinctive to Boulder.

One example of how to increase awareness of, participation in and access to the arts is by supporting an exterior art installation project with several sites around town. The project could showcase the City's natural beauty, its value on the environment, appeal to families and perhaps be interactive.

Last August my family and I had the pleasure of experiencing "Les Passages Insolites" in Quebec City. (Passagesinsolites.com) The project brought together professional visual artists and collectives of architects from the Quebec City area to deploy intriguing ephemeral installations over six sites.

Another idea is to launch Boulder's own version of the Cow Parade – however Boulder could create fiberglass bicycles – that would be decorated by local artists and live at several of the City's B-Stations. The installation project could be promoted in maps of the city. Instead of a "walking tour" of Boulder it could be promoted as a "bicycling tour".

7. How should the city promote multicultural expression and participation in the arts? *

In addition to the outdoor installation projects mentioned above (which would include artist participation from different cultures), the city should survey students and citizens on their ideas to accomplish these goals and discuss these ideas at the commission meetings.

8. The Voters just approved an additional \$600,000 for public art. How should the City spend this money? *

In order to answer this question appropriately, I would like to know more relevant information. What is the Arts budget for the year 2015? How much is in reserves? What are the City's primary goals for Art? Given the primary goals, what would a successful program look like? Can we learn anything from past years that could help make this program more successful?

9. If Boulder were to implement 1% for the arts, how do you recommend that the funding be deployed? *

In order to answer this question, I would like to know more about the overall goals and financial resources of the department. However, as a general response, the funding should be deployed in a way that would make the Arts relevant to as many Boulder residents as possible. As stated previously, I would like to help to bring the Arts to all of the people of Boulder.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Boulder Design Advisory Board

Council Action Requested:

Appoint two new members (both design professionals) one to a five-year term through March 2020 and one to a three year term through March 2018.

Current Members:	Occupation:	Status:
2019 Jamison Brown	Landscape Architect and Urban Designer	Occupied
2018 C. Fenno Hoffman	architect - Fenno Hoffman Architects	Occupied
2017 Michelle Lee	environmental designer, store design/receiving/accounting support	Occupied
2016 Jeff Dawson	Architect, The Studio Morgan Creek	Occupied
2015 David Biek	Architect	Occupied

Applicant List

Boulder Design Advisory Board Applicants

Jim Baily
Boulder, CO 80305
Occupation: Retired - CU/Boulder - Campus Planer

Barbara Bronk
Boulder, CO 80304
Occupation: Interior Designer

Hans Cerny
Boulder, CO 80305
Occupation: Architect

David McInerney
Boulder, CO 80304-1855
Occupation: Landscape Architect/Urban & Environmental



BOULDER DESIGN ADVISORY BOARD

Annual Application - 2015

Date

02/08/15



The Boulder Design Advisory Board (BDAB) consists of five members appointed by the City Council, at least three of whom are design professionals. Up to two members may be from the community-at-large. The Board was established to administer the voluntary guidelines of the Urban Design Plan.

Staff Liaison: Sam Assefa (303)441-4277

Meetings are generally held the second Wednesday of the month at 4 PM in the Lobby of the Municipal Building.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Last Name *

James (Jim)

Baily

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

CO

City

State / Province / Region

80305

USA

Postal / Zip Code

Country

Best phone number where you can be reached

Home Phone (?)

303.494.9520

Mobile Phone (?)

Work Phone (?)

E-mail Address *

bailycom@att.net

Occupation

urban planner - retired

Place of Employment/ Retired

Campus Planner, University of Colorado, Boulder - retired

Do you reside within the city limits? *

 Yes No

How long have you lived in the City of Boulder?

50 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/ professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

-Master of Urban Planning degree, College of Architecture & Urban Planning, University of Washington, 1973
 -Planning Director, Oregon City, Oregon 1973-79
 -Current Planning division director, City of Boulder, 1979-1984
 -Campus Planner, University of Colorado, 1985-2004
 -Lecturer and juror, architecture & planning, University of Colorado, various times

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I recently observed the Board in action. Fenno Hoffman, current chair -- and who has encouraged me to apply -- will be sorely missed as he leaves this board.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/ conflict? *

I've worked with conflicting viewpoints before the CU Design Review Board for many years. Active listening (understanding ideas with which you may not first agree), professional respect, and never personalizing a disagreement help.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do know many of the architects working for larger firms in Colorado because I have previously reviewed their work for CU and the City, but being retired I can remain objective. My primary viewpoint is as a long-term resident of Boulder. Board members should consider the merits of proposals without being swayed by their own personal interests, excusing themselves when there are such interests.

5. What is your experience in urban design? Please include any experience with urban designer practice, teaching, developing or administering urban design policies, etc. *

Urban planning and design has been my occupation for my entire life. I have reviewed hundreds of designs, taught urban planning at the community college and university levels, administered policies, and worked with Boards. I authored the CU-Boulder 2000 Campus Master Plan which includes extensive urban design policies (it was amended a couple of years ago and remains in force).

6. What is your experience in architecture, including practice and/or knowledge of building design, construction methods and exterior building materials, etc.? *

I have reviewed hundreds of building designs, and have extensive knowledge of materials and construction. At CU, I wrote building program plans, set building budgets, selected architects, oversaw the work of architects, took building projects through review by planning bodies including the CU Design Review Board, and handled significant design issues during construction. I was the client representative, the legal representative of CU on many building projects. The largest share of my time was working with architects and other design professionals to improve design.

7. What is the appropriate role of public bodies such as BDAB, Planning Board, and Landmarks Board in the design of buildings? *

Design BY committee usually results in mediocre compromise. Often this means avoiding the worst (very high buildings, for example) but ending up with development that pleases no one. Boards need to demand the best work of architects and other design professionals. This is done in part by having the best set of rules possible, by understanding what is possible, and by knowing what the community and boards want in the context of city and neighborhood.

8. Do you believe that some form of design review should be considered for development projects citywide? If so, under what circumstances should BDAB review be considered? Should it be voluntary or mandatory, and should BDAB recommendations ever be binding? *

The City does not have the resources to do mandatory design review for every project in the city. Therefore, priorities need to be established (e.g. downtown, large projects). The developing model of BDAB providing advice (not mandated or binding) to other Boards (who can be binding) has promise.

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Attention: City Council Support
cityclerkstaff@bouldercolorado.gov(mailto:cityclerkstaff@bouldercolorado.gov)
303-441-3019

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BOULDER DESIGN ADVISORY BOARD

Annual Application - 2015

Date

01/08/15

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Staff Liaison: Sam Assefa (303)441-4277

Meetings are generally held the second Wednesday of the month at 4 PM in the Lobby of the Municipal Building.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Barbara

Last Name *

Bronk

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-525-8411

Mobile Phone (?)

303-525-8411

Work Phone (?)

E-mail Address *

barbarabronk@comcast.net

Occupation

Interior Designer

Place of Employment/Retired

Barbara Bronk Interior Design/ Babs Development, Ltd

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

41 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Bachelors Degree in Communication/ Post graduate degree in Interior Design from Art Institute of Colorado

I have done both residential and commercial ground up projects for 34 years including several projects for Boulder County Aids Project/ The Interior Design of the Humane Society of Boulder Valley including the training center and veterinary clinic/ Work for the Boulder County Housing authority in combination with Boulder Tech Building Trades Department.

Served on the Advisory board for 10 years - Boulder Tech Building Trades Department, teaching some specialized student classes during the school years.

Advisory Board of Westwoods College - Interior Design department

Board Member of Boulder County CareConnect for one 3-year term

Grant reading committee for 5 years for the Community Foundation Trust with decisions on grants for both the arts in Boulder County, The environment and the animals, as well as serving on the committee for basic Human Services.

My design experience is extensive in both design and project construction supervision

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have applied for this position before...it is very much part of my work/ life interests and experiences.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I have a degree in communication and work with a series of subcontractors and other design professionals on all of my projects. It is imperative that we all listen to the others' points of view. Collaboration is far better than confrontation when it comes to working in groups.

Working on the grant reading committees for the community foundation is probably the best example of working through differences of opinion. We work very diligently to discuss the reasons for funding or not funding non profits in the community. We use a very streamlined process of elimination to lead us to a positive result.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't see any conflicts of interest and i certainly think if there is one, the individual should make his/her position known prior to entering into a discussion.

5. What is your experience in urban design? Please include any experience with urban designer practice, teaching, developing or administering urban design policies, etc. *

I think that question #1 bestspeaks to my qualifications

6. What is your experience in architecture, including practice and/or knowledge of building design, construction methods and exterior building materials, etc.? *

I have been in the field for over 30 years, have extensive architectural experience...i am comfortable collaborating with architects, reading plans, making decisions on exteriors, as in the Humane Society.

I just completed a project in Sedona Arizona, a community that is very sensitive to exterior materials.

7. What is the appropriate role of public bodies such as BDAB, Planning Board, and Landmarks Board in the design of buildings? *

It is the job of a planning board to make sure that the community is well served and that the building is physically appropriate for the area and community. Listening to the ideas of the community as well as the architects and planners and sorting out these variable is probably the biggest role, concluding with a building that not only serves functionally in the community but that is also accepted by the community as an asset.

8. Do you believe that some form of design review should be considered for development projects citywide? If so, under what circumstances should BDAB review be considered? Should it be voluntary or mandatory, and should BDAB recommendations ever be binding? *

I do think that a review process is imperative for all city wide developments. The recommendations should be part of the consideration, versus binding. However, i do not AS YET have the hands on experience to speak to this definitively.

When public space is being affected, i think that there must be an oversight process

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BOULDER DESIGN ADVISORY BOARD

Annual Application - 2015

Date

02/11/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

David

Last Name *

McInerney

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304-1855

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

609-924-0706

E-mail Address *

dmcinerney7@aol.com

Occupation

Landscape Architect/Urban & Environmental Planner

Place of Employment/Retired

Retired from full-time employment - doing part-time, freelance work in other fields

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8 Years Total; 7 Months Recent

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Registered Landscape Architect (New York State) since 1993
Member, American Institute of Certified Planners since 1999
Master of Landscape Architecture degree, University of Massachusetts, 1980

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have no experience with the Design Advisory Board, but I have a long-standing interest in urban design.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a Board member and, ultimately, President of the Shanahan Ridge VII Homeowners Association, I was involved in numerous disagreements related to neighborhood quality of life. The three-part approach I found to be effective follows.
First, identify and confirm areas of agreement.
Second, ensure that the disputants understand each others' positions and are not influenced by unfounded assumptions or misinterpretations of others' arguments.
Third, engage the involved parties in negotiating an accommodation.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no current potential conflicts of interest regarding the work of the Design Advisory Board. I think that each member of the Board should be ready to remove himself or herself from the review of any application if participating in that review could affect him or her or immediate family members financially. A Board member should also remove himself or herself from a review for non-financial reasons if participating would create an actual, apparent, or reasonably foreseeable conflict of interest or an appearance of impropriety.

5. What is your experience in urban design? Please include any experience with urban designer practice, teaching, developing or administering urban design policies, etc. *

I worked as a landscape designer in Colorado early in my career, with a focus on urban and suburban streetscapes. Working with civil engineers at the Arvada-based consulting firm where I was employed in the 1980s, I designed the "hairpin turn" on the bike path east of Broadway between Grandview Avenue and Marine Street.

While employed by a private-sector consulting firm later in my career, I frequently served as the planner on multi-disciplined expert witness teams seeking approvals for site development from planning or zoning boards. Those development projects included residential, commercial, institutional, and industrial uses.

6. What is your experience in architecture, including practice and/or knowledge of building design, construction methods and exterior building materials, etc.? *

I was employed for more than 16 years by a consulting firm that included an architecture group. As a planner, I worked with the architects and professionals from other disciplines to prepare and present application documents for building and site designs for a variety of residential and commercial development projects. My role often included preparing text and illustrations in formats specified by municipal ordinances for site plan applications, based on my review of architectural and engineering plans and my discussions with the plans' creators.

7. What is the appropriate role of public bodies such as BDAB, Planning Board, and Landmarks Board in the design of buildings? *

I believe that the primary role of the Planning Board and the Design Advisory Board is to ensure compliance with the Boulder Revised Code and related plans and design guidelines. To the extent that building scale, exterior materials, lighting, signage, and compatibility with the context of the surrounding built environment are issues in that compliance review, the two boards should influence the design of buildings. The Landmarks Board has a specialized review capacity focused on historic preservation regarding new buildings and renovation of existing buildings in the Downtown Historic District.

My understanding is that the Planning Board has decision-making authority regarding site and use applications, and acts in a quasi-judicial capacity when it conducts public hearings. The Design Advisory Board and the Landmarks Board act in an advisory capacity and provide

recommendations to the Planning Board and the City Council.

8. Do you believe that some form of design review should be considered for development projects citywide? If so, under what circumstances should BDAB review be considered? Should it be voluntary or mandatory, and should BDAB recommendations ever be binding? *

I believe that the current process is appropriate for Boulder: proponents of development exceeding a certain cost threshold within the part of the Downtown outside of the Downtown Historic District or within certain interface areas not adjacent to the Downtown Historic District approach the Design Advisory Board for a mandatory review with non-binding recommendations, and the Planning Board or City Council may request Design Advisory Board review of other development proposals anywhere in the city.

I further believe that binding determinations by the Design Advisory Board would not be appropriate. In addition to contradicting the very nature of an advisory board, doing so would conflict with the decision-making authority of the Planning Board and the City Council.

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303-441-3019**

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BOULDER DESIGN ADVISORY BOARD

Annual Application - 2015

Date

02/09/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Hans

Last Name *

Cerny

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-443-3629

E-mail Address *

Hans@caddispc.com

Occupation

Architect

Place of Employment/Retired

Caddis architecture, pc., 1510 Zamia #103, Boulder, CO 80304

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

5 Years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I started my road to architecture in high school where I was inspired enough to declare then that I'd be an architect. I then went through a Fine Arts program receiving a BFA at the University of Buffalo, concentrating in Painting. I then went on to receive my Masters of Architecture at the University of Utah. Upon graduation I worked at a large commercial firm in Salt Lake and then after five years switched to a multidisciplinary firm in Park City, UT, where I was Director of Architecture overseeing a staff of 10-24 people. There I worked directly with engineers, planners, and many other professionals every day in the same office, as well as coordinating work in the firm's five offices across the nation. At that firm we worked regionally, nationally, and internationally. While in Park City I worked on large scale planning projects of thousands of acres, to small scale infill projects in historic dense towns like Park City that had relatively strict and sensitive approvals processes. Moving to Boulder in 2010 I opened up my own firm and recently partnered with Bryan Bowen to start Caddis architecture and planning in North Boulder. Design work is a primary focus for me as a Principal in the firm.

This varied past gives me a unique perspective. I've worked on projects in Boulder from small home additions to large scale projects for large land owners. As well I've worked with the same varied scale in states like Pennsylvania and New York, Chile, and recently even China. While in Park City I was also the architectural reviewer for several developments in the area.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

A number of things have sparked my interest in becoming a member of the board. To begin with I'm completely invested in the Boulder community. I own a home in Southwest Boulder, have two kids in the public school system, and plan on growing very deep roots. I also am a business owner with an architectural and planning firm in Boulder. Every day we talk casually about boulder design and planning issues and how it might grow. This personal investment combined with being a professional who deals with design and approval issues daily led me to take the step to hopefully be more active in helping to shape the community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

The building industry can and often is an environment where there are disagreements, imperfect processes and outcomes, and full of compromises on a regular basis. Resolving conflicts and working through compromises is a major part of an architect's professional responsibilities and qualifications. Recently I helped lead the design process for a large event center. The building was to be the center of a new dense village and would guide the design for future development. The group of stakeholders invited to meetings were owners, users, managers, as well as neighboring landowners who did not necessarily have a legal right to be heard, but were important to how the area would function far into the future. An important part of the strategy of making sure the design would work well in that context was making sure everyone felt they were heard. Often in meetings the loudest people dominate the discussion and those with softer personalities often go unheard potentially eliminating valid opinions. We developed a method to ensure everyone's opinion was heard regardless of how shy they were.

In general I think that story encompasses one of the best ways to resolve conflicts, which is to listen first, to all parties. If you're in the position to lead a meeting I think its good practice to guide the discussion, ask the right questions, save your opinions until after everyone has spoken, and influence the mood of the discussion. For participants often if they have the chance to be heard patiently, they're more likely to truly listen to other opinions. I believe this is an essential beginning to resolving issues in a group.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I see relationships and often working with developers and project owners as an asset, understanding that side of the table. However there are times potentially when projects our firm is working on will be presented in front of BDAB. At that point I would offer to recuse myself from the discussion. I would respect if the other board members wanted me included or would prefer I not be present.

5. What is your experience in urban design? Please include any experience with urban designer practice, teaching, developing or administering urban design policies, etc. *

Our firm deals with urban design regularly. Often this involves infill projects in Boulder or dense cities like Park City. We are currently designing and taking several mixed use projects through approvals in downtown Boulder. Recently we also worked closely with the Park City planning board, land owners, and others, for a major dense development in Park City.

6. What is your experience in architecture, including practice and/or knowledge of building design, construction methods and exterior building materials, etc.? *

It's sounds a little redundant at this point, but to answer the question directly I am a licensed architect with over 15 years experience in the field. I now am a co-owner of an architecture firm in North Boulder with between 15-20 active projects currently, many in Boulder.

7. What is the appropriate role of public bodies such as BDAB, Planning Board, and Landmarks Board in the design of buildings? *

I believe they each have a unique role in the design of buildings. Bodies such as the Planning Board have binding decision authority that directly affects developers or a landowner's profit or expense. Those decisions also affect how the city will be shaped for decades to come. Thus binding decisions should be made very carefully and err on the side of interpreting the existing codes and ordinances and be minimally influenced by personal preferences. It's likely impossible for personal opinions to not enter into decisions and that's something each board member should be cognizant of when making decisions. For boards like BDAB where decisions are not binding and simply advisory, personal opinions are appropriate. However I believe they should still be made with care, respecting existing codes and ordinances.

8. Do you believe that some form of design review should be considered for development projects citywide? If so, under what circumstances should BDAB review be considered? Should it be voluntary or mandatory, and should BDAB recommendations ever be binding? *

I've worked in communities that have strict design guidelines and design review for every project. Although it's not necessarily a rule and probably a tendency, those communities become somewhat bland and "monotone". This oversight is appropriate for some areas of a city. For instance downtown Boulder deserves this type of oversight, but I would argue that we don't want that type of oversight for every part of the city since that kind of diversity in Boulder is something that we celebrate and we should continue to make sure we aren't too restrictive from a design standpoint. I would also add that oversight in some parts of the city doesn't have to result in bland architecture.

I also believe there's a place in review processes for non-binding or advisory reviews. I've seen this work well in other cities as well. I think there's value in a binding body hearing not only the applicant's and other board member's opinions, but also an intermediate qualified review as another opinion. Often these advisory opinions can have the same level of experienced thought, yet more freedom to express intangible and non-code related ideas and conclusions.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Boulder Junction Access District - Parking Commission

Council Action Requested:

Appoint one new member for a five year term through March 2020.

Current Members:

2019 Susan Osborne
 2018 Scott Pedersen
 2017 Jeff Shanahan
 2016 John Koval
 2015 Bob Sutherland

Occupation:

Retired City Planner

 Real Estate - Coburn Development Inc.

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Boulder Junction Access District - Parking Commission Applicants

Jordan Mann
Boulder, CO 80303
Occupation: Navigant Consulting - Energy Efficiency Engi



BOULDER JUNCTION ADVISORY – PARKING COMMISSION

Annual Application - 2015

Date

02/12/15

For the time being, both the Boulder Junction Access District Parking Commission and the Boulder Junction Access District Travel Demand Management (TDM) Commission meet at the same time and location, and are treated as a joint commission. In the future, after Boulder Junction is complete, the two commissions will act independently.

Staff Liaison: Molly Winter (303)413-7317

Both commissions meet on the first Wednesday of the month in the Council Chambers in the Municipal Building.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Jordan

Last Name *

Mann

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

United States

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-207-3531

E-mail Address *

Mann.Jordan@gmail.com

Occupation

Energy Efficiency Engineer

Place of Employment/Retired

Navigant Consulting

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a working understanding of parking and transportation. Most of this comes from a strong personal interest and reading literature by architects and city planners. I serve on the board of Clean Energy Action(CEA) and the Boulder Housing Coalition(BHC).

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have not had any experiences yet with this board. I have a strong personal interest in parking and transport.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I occasionally have to help facilitate conflict in my role in the Boulder Housing Coalition. I have received extensive training in facilitation and conflict mediation.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not have any conflicts of interest with this board

5. How do you see the Access District Boards supporting the transit oriented development focus of Boulder Junction? *

I think that Boulder Junction has the potential to be an example as to what sustainable and thoughtful community development can look like. It is absolutely critical that we get this right as to ensure that future development follows the lead of this area development. Boulder needs to accommodate a changing and growing community make-up. In order to preserve the character of the town we cannot have additional automotive trips. We need to have restricted parking that is financially decoupled from the housing units being developed. If we are encouraging tenants and visitors to drive less we need to provide attractive alternatives including walking, biking and public transit.

6. What is the relationship between the parking and travel demand management programs in making Boulder Junction a model of reducing SOV trips? *

If you build it they will come. I think this is the most critical piece of transportation management to be considered. If you build heavily subsidized parking and give all the options to people with cars, then people will drive cars. If you give people pleasant and reasonable infrastructure for other transportation methods they will take those alternatives. They will also likely be healthier and happier doing it! It is a win for people and a win for the environment. If you want to reduce SOV trips set up better alternatives.

7. What are the challenges that you foresee in the development of Boulder Junction and what roles can the Boulder Junction Parking Commission and the Boulder Junction Travel Demand Management (TDM) Commission play in overcoming these? *

People have a hard time imagining a life that is car free or minimally car dependent. We need to use empirical data and look at cities that have successfully developed with similar goals. We should be looking to other cities like Freiburg, Zurich, Amsterdam and Copenhagen internationally and Portland, New York and San Francisco nationally. Other place are doing this successfully, we need to reject any unsubstantiated claims that this can't be done in a way that ensures that the built environment addresses people first.

8. As there will be limited revenues, development and property taxes in the early years of the Access Districts, do you have any creative ideas about public/private partnerships that can play a role in supporting a successful district? *

Well we certainly need to have a mix of private and residential use in this district. Beyond that, the city should require that developers build in the required amenities that will make this place thrive.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov

Boulder City Council

2015 Boards and Commissions Appointment Guide

Boulder Junction Access District - Travel Demand Management (TDM) Commission

Council Action Requested:

Appoint one new member for a five year term through March 2020.

Current Members:

2019	Susan Osborne
2018	John Pawlowski
2017	Scott Pedersen
2016	John Koval
2015	Jeff Shanahan

Occupation:

Retired City Planner
Real Estate - Coburn Development Inc.

Status:

Occupied

Applicant List

Boulder Junction Access District - Travel Demand Management (TDM) Commission Applicants

Rita Bowman
Boulder, CO 80301-2148
Occupation: Psychotherapist



Boulder Junction Access District

Travel Demand Management Commission
Annual Application - 2015

Date

02/13/15

For the time being, both the Boulder Junction Access District Parking Commission and the Boulder Junction Access District Travel Demand Management (TDM) Commission meet at the same time and location, and are treated as a joint commission. In the future, after Boulder Junction is complete, the two commissions will act independently.

Staff Liaison: MollyWinter (303)413-7317

Both commissions meet on the first Wednesday of the month in the Council Chambers in the Municipal Building.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the on going policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Rita

Last Name *

Bowman

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80301-2148

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-939-8918

Mobile Phone (?)

303-520-9336

Work Phone (?)

E-mail Address *

rita.bowman.designs@gmail.com

Occupation

psychotherapist

Place of Employment/Retired

retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

25 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

This would be my first service on a commission. I have no specialized qualifications in this area. My skill set includes being active as a board member, officer or volunteer in 501(c)3 organizations -- an art center and a safehouse network in AZ, and in CO an amateur radio group and two patient support networks. I was instrumental in developing my neighborhood organization in 2008, which is on-going; and I helped develop affordable housing legislation (SB-156) that was enacted in 2010.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I was thinking of the arc of development of parking and transit in Boulder over the past 30 years, especially the work downtown, on the hill, and the bike path. These have significantly improved Boulder's quality of life. But the catalytic experience would be my son's gift to me for my 60th birthday, a bicycle and a dare to become a bike commuter. Which I did, and discovered a completely different Boulder, less convenient and less safe, but more beautiful, engaging, and exhilarating. I'm proud to live in a place that supports change toward sustainability on such a personal level.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Organizing our neighborhood association was tumultuous. It took us a while to move from screaming to hearing each other to creating successful action plans for shared goals. We did it by first developing a structure for meetings and decisions that required inclusion, time limits, and regard for dissent (no one was excluded from presenting, everyone was limited to the same amount of time, and any one person could request further study). We started each meeting by re-reading a short statement of our common principles and these procedures, and ended with a re-reading of the further study requests and commitments. At first it was tedious and time-consuming; in the end, we learned how to make virtually unanimous decisions rather efficiently. Most effective tools: inclusive structure, emphasizing common interests and agreements, fact-finding, follow-through.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no financial or other conflicts of interest with the work of this board. I think it is as important to scrupulously avoid the appearance of conflict of interest, as it is to avoid an actual conflict of interest, so that would be my inclination. I hope we would consult the City Attorney to understand the legal lines. I hope we would disclose any conflict in any area where there is even the appearance of impropriety.

5. How can the Boulder Junction Parking Commission and the Boulder Junction TDM Commission promote transit oriented development within Boulder Junction? *

When I learned about the commission openings, I began reading past meeting packets. As someone who's actually studied the BVCP, I see equally dense research, complicated issues, and competing interests facing BJAD. I see that I will have a tremendous amount to learn, if I'm appointed to the commission(s). But the perspective of a resident and neighborhood and a potential user of Boulder Junction transportation amenities will be a new perspective that might add value to the commissions' activities and decisions.

I'd say BJAD's role is to make sure that there are convenient and inexpensive alternatives, as well as some disincentives, to SOV trips. The plan and zoning for Boulder Junction generally guide the type and scale of buildings. The transit center and easy bus access to regional and local destinations will open this year. Working in partnership with the Planning Board, I hope the commission can assure that parking and auto alternatives are effectively included in new projects.

6. How can the parking and travel demand management programs reduce SOV trips to and from Boulder Junction? *

Limited and priced parking, and no guaranteed parking spots, paired with lots of convenient transportation alternatives, are expected to reduce auto trips. The success of BJ rests on the commissions' ability to monitor the effectiveness of this approach and to modify it as needed.

7. What are the challenges that you foresee in the development of Boulder Junction and what roles should the Boulder Junction Parking Commission and the Boulder Junction TDM Commission play in overcoming these? *

There is currently community concern about the size and design of new buildings. I would like to see the commission helping to show the community how density and transit alternatives work together to increase sustainability and decrease the impact of climate change. I think it will be a challenge to show the community that these ideas to reduce auto use can work to mitigate the traffic impacts of density, and may actually improve quality of life here (rather than degrade it, which I think is a widely held view in Boulder).

As a nearby neighbor to Boulder Junction, I see substantial benefits to my community -- much easier and less expensive ways to get around, new jobs, and affordable housing. This potential is exciting and I would like to see it added to the discussion.

8. As there will be limited revenues, development and property taxes in the early years of the Access Districts, do you have any creative ideas about public/private partnerships that can play a role in supporting a successful district? *

I suppose that parking will be built as a part of new projects. Perhaps BJAD can contribute to the construction, although primarily funded by the development. BJAD might manage the parking, especially if there are excess parking spaces -- like at the St. Julien.

As an artist, I'm proud of the ways we've incorporated art into the bike path and other public spaces. I am very interested in finding ways to include public art in Boulder Junction, as a way to humanize the new development and perhaps highlight the various convenient ways to get around without a car. Art can add humor and distinctiveness, too. There may be grants or "% for the arts" programs that could be implemented.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Beverages Licensing Authority

Council Action Requested:

Appoint one new member for a five year term through March 2020.

Current Members:

2019 Steve Wallace
 2018 David Timken
 2017 Lisa Spalding
 2016 Harriet Vincent Barker
 2015 Timothy McMurray

Occupation:

General Manager - Boulder Inn
 Center for Impaired Driving Research and Evaluation - research ps
 Retired
 retired from University Corporation for Atmospheric Research
 Restaurant Proprietor

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Beverages Licensing Authority Applicants

Robert Baile
Boulder, CO 80303
Occupation: Owner, Twisted Pine Brewery Company

Matthew Califano
Boulder, CO 80302
Occupation: Event Planner, University of Colorado

Alyssa Lundgren
Boulder, CO 80303
Occupation: Director of Marketing, Brand and PR

Timothy McMurray
Boulder, CO 80304
Occupation: Restaurant Proprietor



BEVERAGE LICENSING AUTHORITY (BLA)

Annual Application - 2015

Date

02/12/15

The BLA consists of five members appointed by City Council, each to five year terms. The BLA hears and rules upon applications for licenses for the sale of fermented malt beverages and liquor. The BLA can suspend or revoke such licenses for cause.

Staff Liaison: Mishawn Cook (303-441-3010)

Meetings are held the third Wednesday of the month at 3 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the on going policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Alyssa

Last Name *

Lundgren

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

United States

Country

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

719-360-1210

E-mail Address *

alyssa@fatebrewingcompany.com

Occupation

Director of Marketing, Brand and PR

Place of Employment

FATE Brewing Company

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

11 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Technical/Personal Qualifications

Operator of Current City of Boulder and Colorado State Liquor Licenses
Regularly Attending Responsible Hospitality Group (RHG) Member
Regularly Attending Restaurant Association (CRA) Member
TIPS Certified
B.S. in Business Administration, Leeds School of Business University of Colorado, Received May 2008

Skill Sets

Leadership
Communication
Conflict Resolution
Problem Solving
Active Listening
Eager and Enthusiastic

Relevant Experience

Director of Marketing, Brand and PR - FATE Brewing Company
Account Management Team - Sterling Rice Group
Manager and Bartender - Big Red F

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Yes. Absolutely. I have attended multiple BLA hearings and my attendance has certainly sparked my interest in becoming a member of the Board. Upon reflection here are the insights that stood out to me the most:

As mentioned above, the importance of maintaining a diverse group of qualified members to serve on the board. This wide range of perspectives gives this important conversation context within our community.

The absolute importance of the safe and consistent application of the rules of the license to successfully running a business with a liquor license. Attending these meetings has brought awareness to me how important the role of this board is to holding companies accountable to the regulations of their license.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

"Disentangle the people from the problem.

Focus on interests, not positions.

Work together to find creative and fair options."

- Getting to Yes by Roger Fisher and William Ury

This book which helps people learn better ways to negotiate (part of the series The Power of a Positive No and Getting Past No) teaches us to look at problems creatively, and with a wide angle lens, to come up with an agreement that is fairest to all groups. It suggests that we step back and look at the bigger picture of the situation that is under negotiation and by understanding the needs of the various groups we can more easily come to a fair and creative solution.

When I encounter conflict or disagreement in my current and previous positions I have encouraged myself to stop and ask:

What are we trying to solve?

In advertising this question allows the Creative Team to understand WHY the Client wants seven red perpendicular lines on their next print placement, to represent things coming together. Submitting immediate solutions (seven red perpendicular lines) allows the

Creative Team to think more openly above the “challenge” resulting in more thoughtful and insightful executions. The ability to look at the problem rather than an apparent solution allows for more creative, less expected work. The bread and butter of the advertising industry.

Active listening is another important tool that I utilize while working through conflict or disagreement. This technique demonstrates to the other party my concern for their interests.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Operator of a liquor license in Boulder County - As FATE Brewing Company is a current licensee my work as manager here could potentially be perceived as a conflict of interest should FATE Brewing Company come up as a line item on the BLA Agenda.

In this case I would simply recuse myself at the start of the hearing just as any board member would if they found themselves involved in a potential conflict of interest.

In actuality FATE Brewing Company's liquor license is in part what has me so inspired and motivated to join this board. It's the rich diversity of opinions that makes this board most effective and a licensee on the board is paramount to that.

5. What do you think is the role of the Beverages Licensing Authority (BLA)? Do you have any problems with the use and sale of liquor? Explain. *

The role of the Beverages Licensing Authority is to oversee liquor licensees and licenses within the city of Boulder. This group of five, appointed for five year terms by the City Council, hears and rule upon decisions related to the matters of liquor licenses. The job of this board is to make fair and informed decisions. This board hears matters related to licensees including: new applications, late renewals, show cause compliance violations, licensed premise expansions, etc.

I have no problems with the use or sale of liquor as long as it is conducted legally.

6. What are the greatest challenges facing the BLA with regard to current social issues of drinking related problems, i.e. binge drinking, over-service, underage drinking, etc. *

I would say the biggest issue facing the BLA with regarding social issues of drinking related problems is the lack of objective standards. As a regularly attending member of the RHG and a TIPS certified licensee I can attest to the difficulty as an establishment in fully understanding the spirit and the letter of the law to which we are held accountable. This lack of clear and objective standards (ex. “visibly intoxicated”) effects the number and type of cases this board addresses. The decisions of this board have large, sweeping effects on both businesses and individuals. The duty of the work required of this board should not be taken lightly.

7. How would you explain and defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision involving license suspensions, premise closures, and license revocations? *

Keep it simple. "The remedy, enacted to defer future transgressions and to penalize breaches, was commensurate with the severity of the threat to the public."

8. How would you define the needs and desires of a neighborhood in evaluating a liquor application? Please explain your legal understanding of BLA processes. *

Public safety always as #1.

Nuisance/Noise/Traffic/Parking

Neighborly Acceptance - One component of the liquor license application process that speaks to this value is the canvassing/signature gathering portion. Before we opened it gave us a chance to say hello and meet our new neighbors. It was incredible to receive the outpouring of support and only strengthened our resolve. It reaffirmed to us there was an unmet need in the neighborhood and people were excited for us to join the community. While I do not believe that people always know what they want the support of a community behind a business is always preferred.

Legal understanding of the BLA processes:

This five person group comprised of members selected by the City Council, hears cases

relating to liquor licenses within Boulder including:

New applications,
Amended applications,
Renewals and non-renewals, and
Show cause hearings

Show cause hearings arrive in hands of the BLA via the Colorado State Liquor Enforcement Division (LED) and/or the local police department's LED. These two enforcement agencies are monitoring that all liquor licensees are adhering to the regulations stipulated as requirements of the license. The LED checks control of the licensed premise, ensures adequate regulated signage, verifies the alcohol beverage stock is acceptable and purchased from permitted sources and more. In addition to these items they also monitor for sale to minors and sale to intoxicated individuals.

When a licensee fails to meet the inspection requirements they are brought before the BLA. The BLA hears the case (checking on things like TIPS certifications within 90 days, situational specifics, etc.) and with complete autonomy make a sole and final decision on the outcome of the hearing.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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BEVERAGE LICENSING AUTHORITY (BLA)

Annual Application - 2015

Date

02/10/15

The BLA consists of five members appointed by City Council, each to five year terms. The BLA hears and rules upon applications for licenses for the sale of fermented malt beverages and liquor. The BLA can suspend or revoke such licenses for cause.

Staff Liaison: Mishawn Cook (303-441-3010)

Meetings are held the third Wednesday of the month at 3 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the on going policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Matthew

Last Name *

Califano

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached:

Home Phone (?)

719-406-0564

Mobile Phone (?)

Work Phone (?)

303-492-8560

E-mail Address *

Matthew.califano@colorado.edu

Occupation

Event Planner

Place of Employment

University of Colorado

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

In my current position as an Event Planner at CU Boulder, I sit on several decision and policy making committees, such as the UMC's internal policy review board and staff training and development committee. I was also apart of the University Memorial Center at CU Boulder obtaining their H&R liquor license. I am both TIPS and Save Serve trained. I also have a close working relationship with Greek Life and their presence here on CU Boulder's campus. Lastly, I act as one of the campus liaisons (representing the UMC) for the Responsible Hospitality Group.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

With the University Memorial Center having recently acquired its H&R liquor license, we now attend the monthly Responsible Hospitality Group meetings to keep up to speed on current issues involving liquor laws. Frequently in this meeting, the Beverage Licensing Authority was among the topics discussed. From this, I have learned what the board oversees and this has peaked my interest in being one of the decision making members.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Sitting on the various committees that I have within my current profession, the situation arises often where a disagreement causes a conflict in the final decision being made. I've found that the best method of resolving this is maintaining open and respectful communication. I use the tactic of laying down all detail of each sides outcome and then working towards a common ground through compromise. This also involves making decisions that will be best for the overall structure of what the group is trying to achieve through their purpose.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

One potential conflict of interest that may present itself is the fact that the establishment that I am employed by has an H&R liquor license. In the instance that there was a violation and our establishment had to go in front of the BLA, there would be a conflict of interest involving any decisions made on my behalf. The board should be informed that I would remove myself from any final decision being made in this instance.

5. What do you think is the role of the Beverages Licensing Authority (BLA)? Do you have any problems with the use and sale of liquor? Explain. *

The role of the Beverages Licensing Authority is to grant liquor licenses to requesting establishments that have gone through a tedious process that assess the needs, desires, and qualifications of the establishment to serve liquor. The other role of the BLA is to address an violations of liquor service as it pertains to Colorado State Law. This would involve assessing the overall violation based on a variety of factors (situation, number of previous violations, degree of infraction, etc.), and come to a consensus as to the appropriate manner to reprimand the establishment. This could include suspension or revocation of the establishment's license.

Myself, I do not have any issues or problems with the use and sale of liquor. I believe that as long as it is purchased and obtained legally by anyone of appropriate age as pertaining to Colorado state law, as well as used responsibly and in moderation, there are no problems with the sale of liquor.

6. What are the greatest challenges facing the BLA with regard to current social issues of drinking related problems, i.e. binge drinking, over-service, underage drinking, etc. *

The BLA has many challenges facing it here in Boulder. the main issues of college students binge drinking, underage drinking, possession by minors, over-service, etc. ultimately comes down to a lack of education regarding the consumption of liquor. For many college students that arrive as freshmen, this is the first time they have ever been on their own and allowed to make decisions for themselves. This can result in underage drinking, binge drinking, etc.

which presents a major problem for the BLA in terms of the location for granting liquor licenses.

Another major problem the BLA faces is over-service of liquor. Often times establishments in boulder will serve a guest that has consumed liquor at many other establishments in one night and cause the guest to become over intoxicated. This presents challenges of how to properly train these establishments to identify an intoxicated individual and cut them off. It also becomes a challenge on how to assess an over-service violation on a case by case scenario and how to properly reprimand these establishments.

Lastly, a large issue is the conflicting nature of the strict liquor laws and the enforcement of these laws with the overall social culture of Boulder as a resort town. It acts as a conflict for the BLA, who is representing the city's safest and best interests in regards to the sale of liquor.

7. How would you explain and defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision involving license suspensions, premise closures, and license revocations? *

Any final decision made by the BLA would be backed by myself. If I were in the situation in which I had to defend this decision, I would first make sure that I had all the facts and information regarding the situation and decision. I would detail every small fact that happened in the situation and explain it thoroughly so that they understood all of the points that lead to this decision. I would also remind them that the BLA is making decisions based on the city's best interest for the sale of liquor. I would be open and understanding to any qualms that they might have with the decision, and would value and take into consideration their concerns. I would also encourage them to attend the BLA hearings to understand the decision process as well as give them the fair opportunity to voice their opinions and concerns.

8. How would you define the needs and desires of a neighborhood in evaluating a liquor application? Please explain your legal understanding of BLA processes. *

Assessing the needs and desires of a neighborhood that has an establishment requesting a liquor license would require several different methods of survey. The establishment would need to have information posted on it's exterior of the request to obtain a liquor license so that the neighborhood would be informed. There could also be some door to door surveys conducted in the immediate neighborhood surrounding the establishment. In addition to these surveys, other factors would need to be considered too, such as population density surrounding the requesting establishment, the distance the establishment is from any conflicting facilities, such as schools, the demographics of the neighborhoods surrounding, and finally the overall desire to have the license at the requesting establishment. All of these would be factors that would define the needs and desires of any establishment requesting a liquor license.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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BEVERAGE LICENSING AUTHORITY (BLA)



Annual Application - 2015

Date

02/11/15

The BLA consists of five members appointed by City Council, each to five year terms. The BLA hears and rules upon applications for licenses for the sale of fermented malt beverages and liquor. The BLA can suspend or revoke such licenses for cause.

Staff Liaison: Mishawn Cook (303-441-3010)

Meetings are held the third Wednesday of the month at 3 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the on going policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Robert

Last Name *

Baile

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-771-4940

E-mail Address *

bob@twistedpinebrewing.com

Occupation

Owner, Twisted Pine Brewing Company

Place of Employment

Twisted Pine Brewing Company

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8 yrs

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

As President/Owner of Twisted Pine Brewing, my focus has been to properly manage the production and sale of fermented malt beverages. I am currently an RHG member and have routinely interacted with the city and federal governments on alcohol related issues.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have experienced board issues through the RHG and agree that the need for such a group and oversight of alcohol related issues is an important one in the city of Boulder.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As President of a company, I have to occasionally resolve conflicts among staff. In the 20+ years I have been in this position, I have found that listening to each side is imperative and that making decisions involves input from all sides.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Obviously, being an owner of a brewery could be perceived as an attempt to influence decisions. I feel very strongly that alcohol laws exist for the good of the public and that the BLA has a distinct duty to the citizens of Boulder.

5. What do you think is the role of the Beverages Licensing Authority (BLA)? Do you have any problems with the use and sale of liquor? Explain. *

The BLA oversees all alcohol related issues including licensing and enforcement. The BLA also educates license holders and works with each to promote a legal and healthy alcohol environment in our city.

6. What are the greatest challenges facing the BLA with regard to current social issues of drinking related problems, i.e. binge drinking, over-service, underage drinking, etc. *

Over Service
Under Age Drinking
Correctly educating the public

7. How would you explain and defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision involving license suspensions, premise closures, and license revocations? *

Hopefully, I would be able to say we are following the law and doing what's right for the citizens of Boulder.

8. How would you define the needs and desires of a neighborhood in evaluating a liquor application? Please explain your legal understanding of BLA processes. *

Again, following the law would be the #1 issue (proper setbacks, proximity to schools etc.). The BLA must use all the guidelines in making a decision.

Questions Regarding Applications:
Boulder City Council
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303-441-3019

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BEVERAGE LICENSING AUTHORITY (BLA)



Annual Application - 2015

Date

02/03/15

The BLA consists of five members appointed by City Council, each to five year terms. The BLA hears and rules upon applications for licenses for the sale of fermented malt beverages and liquor. The BLA can suspend or revoke such licenses for cause.

Staff Liaison: Mishawn Cook (303-441-3010)

Meetings are held the third Wednesday of the month at 3 PM in the City Council Chambers.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Timothy M.

Last Name *

McMurray

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-641-7314

E-mail Address *

timothy@mountainsunpub.com

Occupation

Restaurant Proprietor

Place of Employment

Mountain Sun Pub and Brewery

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

20 Years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have worked in the restaurant service industry for 25 years. I am on the front lines when it comes to seeing and understanding the culture of drinking in our community. I can also bring a unique perspective to the board because I have five restaurants with 300 employees and know what it takes to effectively train and educate staff members on the importance of service and sale of alcohol in our community.

I have also served on the BLA for 14 years.

I have built four restaurants and have an excellent understanding of the capital needed for build out, operating and being a successful restaurateur. Having the ability to read blueprints and understand how the layout, storage and flow of the restaurant will work is important in educating an applicant on some areas of vulnerability.

I have served on the BLA for 14 years. I was first appointed when I was 25 years old and have enjoyed seeing the progress the BLA has made in terms of education, decision making and enforcement.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have learned a lot from being a Board member of the BLA for the past 14 years. Over the years laws and rules of procedure have changed. I have seen different city attorneys, clerks, board members, law enforcement personal and restaurants come through the BLA. Regardless of any of these changes I have remained fair and unbiased in my decision making. I have welcomed new perspectives and ideas. Fellow board members, clerks and restaurateurs have all been very appreciative of my knowledge and my ability to merge old and new ideas for the betterment of the BLA and our community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Besides working with the BLA when we disagree on issues, I manage a company of five restaurants with 300 employees and a management team of 30.

Our company has a consensus based management philosophy. The techniques I use to effectively get across a message or idea is to communicate with a direct and sensitive communication style. When there is a disagreement or we need to resolve conflict it is best to first find out what the problem is and work on a solution together to fix the problem.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

The only conflict of interest I have is the occasional hearing when I need to recuse myself because I know the applicant. Other than that I work hard to put myself in a position where I can be fair in all situations.

5. What do you think is the role of the Beverages Licensing Authority (BLA)? Do you have any problems with the use and sale of liquor? Explain. *

I have no problem with the use or sale of alcohol.

I believe the role of the BLA is to work together as a board to educate the licensees, be fair in all situations, and protect the interest of the citizens of Boulder through education, teamwork and enforcement.

6. What are the greatest challenges facing the BLA with regard to current social issues of drinking related problems, i.e. binge drinking, over-service, underage drinking, etc. *

The greatest challenges facing the BLA are over service and education of licensees.

Over service and under age drinking is something Boulder will always need to keep a watchful eye on. With new students and the nature of having a college in our town this is an ongoing

battle. The City, CU and enforcement officers should work together to educate the youth and communicate with each other on areas of weakness coming to consensus on action plans.

Educating the licensees is a direct responsibility of the BLA. The best time to educate is when a new application is brought before the BLA. This is when licensees can have direct contact with members of the community (the BLA) and gain information that is unique to our town and the problems we face.

Most of the issues Boulder faces are not new problems. I believe more outreach can be done that can give us the tools to make our town even better!

7. How would you explain and defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision involving license suspensions, premise closures, and license revocations? *

I would ask them to listen to the facts of the case and look at the history of such violations.

I feel like I am ALWAYS fair and unbiased in my decision making and I stand behind every decision I have made.

8. How would you define the needs and desires of a neighborhood in evaluating a liquor application? Please explain your legal understanding of BLA processes. *

Neighborhood involvement through petitions, community involvement at hearings and the morale character of the an applicant.

The legal process of the BLA is quasi-judaical and follows Robert Rules of order. Each application whether a renewal, transfer or new application has slightly different procedures but all follow the same basic guidelines.

Application is presented with the applicant stating their case, public comment (in some) is taken, applicants are cross examined by parties in interest and BLA members. After all evidence is presented the hearing is closed for comment and the BLA discusses and comes to a decision.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Board of Zoning Adjustment

Council Action Requested:

Appoint one new member to a five year term through March 2020.

Current Members:

2019 Thom Ward
 2018 David Schafer
 2017 Michael Hirsch
 2016 Ellen McCready
 2015 Christopher John Lane

Occupation:

Attorney
 OZ Architecture - architect
 Real Estate/Designer/Facilities Consultant/Property Manager
 Inspirator, real estate manager
 Snell & Wilmer, LLP - real estate attorney

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Board of Zoning Adjustment Applicants

Jill Grano
Boulder, CO 80304
Occupation: Real Estate Broker

Tony Smith
Boulder, CO 80304
Occupation: Licensed General Contractor, Building Contr



BOARD OF ZONING ADJUSTMENT

Annual Application - 2015

Date

02/12/15

The Board of Zoning Adjustment consists of five members appointed by City Council, each to five-year terms. Board members should be qualified by experience and training to act upon matters related to building construction. The Board may modify the application of specific zoning requirements and hears appeals to decisions made by the Zoning Administrator. The Board hears appeals from developers, architects and builders whose building permit applications have been denied.

Staff Liaison: Brian Holmes (303)441-3212

Meetings are held the second Thursday of the month at 5 PM in the City Council Chambers.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Jill

Last Name *

Grano

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-945-0601

E-mail Address *

jill@jillgrano.com

Occupation

Real Estate Broker

Place of Employment/Retired

RE/MAX Alliance on Walnut

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My most relevant skill set as it pertains BOZA is that I am a professional real estate agent in Boulder, CO. My husband is also a licensed general contractor, and we have personal experience building homes in Boulder. As such, I understand the issues that come before BOZA, and am familiar with existing City rules on set backs, zoning, etc. I am at the City Planning office weekly, investigating properties and learning how to advise clients on what may or may not be possible on the property they are interested in. I live and breathe Boulder real estate, which I believe makes me an excellent candidate to serve on BOZA. I understand that BOZA is in place to uphold rules, not make new ones, and that BOZA leans on City Staff for guidance.

In addition to working as a professional real estate agent, I also hold a degree in Political Science from the College of William and Mary. I was a member of the Board of Directors at New Era Colorado for four years, and I currently serve on the Advisory Board of New Era. I am currently serving on one of the City of Boulder's Housing Working Groups (Creating Diverse Housing Options in Every Neighborhood).

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have never come before BOZA personally, but I have read all of the applications that have come before BOZA in the last year. I find them fascinating, despite how technical they can be. I am familiar with many of the properties that have come before BOZA in the last year, and I am intimately familiar with our neighborhoods and the unique challenges and advantages to each.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Given the nature of my job, I am involved in conflict (to one degree or another) almost daily. There is an adage that Realtors often serve as mediators and therapists as well as real estate brokers, and I honestly believe that this is true. Buyers and Sellers disagree over price, inspection items, closing and more all the time. What I have learned is that everyone has what I call a "pain point" and that the pain point often triggers a person to lash out on many fronts. Rather than scrambling to address all fronts (or rather than getting upset and ignoring them all), I find that if I can help address just the pain point, then the person calms down on all other fronts and then you are able to move forward. I have many examples which I am happy to provide.

This same "pain point" scenario was true when I worked as the manager of The Kitchen. Servers would get in fights over stations, but it really had more to do with something happening in their personal lives. Just giving them the space to talk through what was happening in their lives sorted out who got which station very quickly.

I have two children and it is also true with kids. My son and his friend were fighting over a football play just yesterday. They were in a heated debate about whether the ball was fumbled and both had become completely unreasonable. After talking through the situation with them, it became obvious that the one child was more upset that he never was given a turn at Quarterback than he was about the fumble. He admitted the ball was fumbled ... he had just been holding his ground because he had felt bossed around all game. The other child gave him a turn as QB, and the game continued without any further conflict.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

It would obviously be a conflict of interest if one of my clients comes before BOZA or if my husband is representing clients who come before BOZA. This has only happened once thus far in many years of being in business, and I think it would be a rare occasion. In that case, I think that the Board should evaluate whether I should be involved or not. I consider myself to

be extremely honest and fair. I strive to do the right thing in all scenarios. I hope that if I felt conflicted that I would have the presence of mind and integrity to tell my fellow Board members so.

5. What are the greatest challenges facing the Board of Zoning Adjustment? What changes, if any, would you like to see as a member of the Board? *

To me it seems that the greatest challenges stem from the fact that land use regulations have changed so dramatically over the years and sometimes old regulations clash with new ones. To me it seems that BOZA is often dealing with requests of this nature: Owner wants to significantly remodel their home. One side of the current home sits right on the property line. The owner wants to bring the wall in during the renovation, but not all the way to current set back requirements. If BOZA says no, then they will just leave the wall where it is... right on the line. In so far as the Board has input, I would like to take time to evaluate each project individually. I know that Board members are not supposed to meet with applicants, but perhaps we could meet with structural engineers or other professionals at the home. Sometimes it can be prohibitively difficult to change old placements of homes to new ones. If this is truly the case, then I think it is worth evaluating whether a variance is warranted.

Another challenge that I see is that sometimes Boulder's code comes into conflict with the City's desire for sustainability. This relates to what I wrote above in the fact that working within the confines of older structures can be very difficult. I have seen it happen where a BOZA applicant is trying their best to work with an older home and just remodel it (pop-top or expand) and they are denied a setback variance or a solar shadow variance. It can be so difficult and expensive to work with that older home without the variance that they just decide to scrape it and build a-new. Taking down a home that an owner is willing to work with and building something brand new seems like a massive waste of materials and energy, and completely at odds with the City's desire for sustainability. As a board member, I would try to help seriously evaluate if the rules are genuinely pushing someone towards starting from scratch. If so, it is still not my place to change the rules, but I believe it is a conversation that should be brought before the City and seriously considered.

6. What key criteria will you use when considering a variance to the land use regulations? *

If I am chosen to be a BOZA Board member, I realize that I will be the new, least experienced person. Therefore the main criteria I will use when considering a variance to the land use regulations will be the advice of my fellow board members and city staff. Where there is opportunity for input regarding a scenario that is unclear as to how to proceed, I tend to try to evaluate decisions based on the immediate issue at hand, but I also try to keep the big picture in mind as guidance. If the immediate issue solution does not mesh with the big picture goals, then it should be re-evaluated. Top down and bottom up thinking must intersect at the same point, or else two completely separate paths are created.

This is an example from a different department, but I think it is silly that builders can get 3 green points for making their pool or hot tub solar powered, and they get no points for not putting in a pool or hot tub to begin with. To me that was very small picture thinking ... someone wanted points for making their pool solar powered and if you are looking at that request in isolation, points for solar powering a pool make sense. In the big picture, however, it makes no sense. Owners should get negative 3 points for having a pool and then it can be brought back to neutral if they solar power it. As it is, the incentive is completely out of line with Boulder's sustainability goals.

7. Discuss potential problems for neighborhoods in allowing numerous variances. What cumulative impacts do you think variances can have on the character of neighborhoods? *

Taken to its logical extreme, a neighborhood with too many variances would mean homes that span lot line to lot, that tower above height limitations, and completely change the character of Boulder. The cumulative impact of too many variances could be huge.

Boulder is the beautiful, charming place that it is for a reason: smart long-term planning.

8. How would you weigh zoning regulations against the desires of the appellant and neighborhood concerns in light of staff recommendations and interpretations? *

This is a difficult question to answer on a form because it really depends on the scenario. Ultimately I see BOZA as a check and balance on the occasionally competing interests of appellants, neighbors, and staff. In the scenario where a regulation presents a genuine

hardship on an owner and neighbors are in support of the owner's request, plus allowing a variance does not set a precedent, then it may be wise to consider a variance, unless staff was completely against it. In most cases, I suspect that staff has a fairly competent handle on the scenario and that their recommendations will be right on. I will evaluate each decision as it comes, with Boulder's long term goals and values in mind.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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BOARD OF ZONING ADJUSTMENT

Annual Application - 2015

Date

02/12/15

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Staff Liaison: Brian Holmes (303)441-3212

Meetings are held the second Thursday of the month at 5 PM in the City Council Chambers.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

TONY

Last Name *

SMITH

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-444-6185

E-mail Address *

tonysmith101@mac.com

Occupation

LICENSED GENERAL CONTRACTOR

Place of Employment/Retired

BOULDER

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

35 YRS

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I spent 3 yrs in architectural school (before I decided to go into construction) I am a licensed contractor with the City Of Boulder. I have worked on many building projects in this city including tenant finish in stores on the Pearl St Mall, single family home construction and remodels. I have been a project manager for a number of commercial buildings built in this city. Recently I have volunteered for Habitat For Humanity in this city. I own rental property in this city (not in the districts mentioned above) and I am constantly improving those properties. I have a very familiar grasp of construction & development

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

YES, I HAVE BEEN IN FRONT OF THIS BOARD WHEN APPLYING FOR BUILDING PERMITS

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

ON A FEW OCCASIONS, I HAVE ASKED FOR MINOR VARIENCES FOR A CONSTRUCTION PROJECT

Zoning laws are in place for a reason, and it makes sense to only allow a variance if hardship is evident

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

none that I know of. I am semi retired and only do small projects at this time

5. What are the greatest challenges facing the Board of Zoning Adjustment? What changes, if any, would you like to see as a member of the Board? *

Some issues can be complicated for sure, The members need to be rational, level headed and willing to compromise,

6. What key criteria will you use when considering a variance to the land use regulations? *

how necessary is the variance

7. Discuss potential problems for neighborhoods in allowing numerous variances. What cumulative impacts do you think variances can have on the character of neighborhoods? *

I think the set back limits, the solar shadow analysis, the height restrictions, and the FAR rules are all good and work well to preserve the character of neighborhoods. Too many variances could cause problems with this

8. How would you weigh zoning regulations against the desires of the appellant and neighborhood concerns in light of staff recommendations and interpretations? *

I would look closely at staff recommendations

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Boulder City Council

2015 Boards and Commissions Appointment Guide

Boulder Urban Renewal Authority

Council Action Requested:

Ratify one Mayoral appointment to five year terms through March 2020.

Current Members:	Occupation:	Status:
2019 Eric Hutchens	Attorney	Occupied
2019 Chet Winter	NewWest Capital Partners - General Partner	Occupied
2017 Lisa Smith	The Princeton Review, test preparation teacher and tutor/grad stud	Resigned 12/15/2013
2017 Danica Powell	Self Employed Consultant Boulder	Occupied
2016 John Wyatt	General Contractor, Wyatt Construction	Occupied
2015 George Karakehien	Proprietor of Art Source	Occupied

Applicant List

Boulder Urban Renewal Authority Applicants

Ross Meyer
Boulder, CO 80301
Occupation: Small Business Owner, Health & Fitness

Dan Powers
Boulder, CO 80303
Occupation: Non Profit Director

Tony Smith
Boulder, CO 80304
Occupation: Licensed General Contractor, Building Contr



BOULDER URBAN RENEWAL AUTHORITY (BURA)

Annual Application - 2015

Date

02/12/15

The Boulder Urban Renewal Authority (BURA) consists of five members who serve five year terms. By Colorado State Statute, members of the Authority are appointed by the Mayor and approved by the City Council. BURA is responsible for encouraging the redevelopment of property within City Council-established redevelopment districts. BURA members provide input regarding redevelopment issues and programs to the City Manager. BURA meets as warranted, rather than on a regular, monthly basis. Any applicant owning property within the 9th and Canyon and/or the Boulder Valley Regional Center redevelopment districts must fully disclose the extent of holdings.

Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Dan

Last Name *

Powers

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached:

Home Phone (?)

303-443-0928

Mobile Phone (?)

720-448-4117

Work Phone (?)

E-mail Address *

danpowersnow@gmail.com

Occupation

Non Profit Director

Place of Employment

Boulder Tomorrow, Inc.

Do you reside within the city limits? *

Yes

No

How long have you lived in the City of Boulder?

15 yrs

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

CU Boulder alum: BA in Environmental Conservation; Columbia University MBA Certificate in Sustainable Business Leadership, 10+ years in local professional business advocacy roles including current job and as Community Affairs Manager with Boulder Chamber of Commerce. Skilled in building bridges for policy solutions between disparate stakeholders.

I have also served on more than 20 citizen working groups regarding a range of policy issues, and I'm one of the people who attend and watch citizen board meetings. I understand the commitment potentially required.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I've not dealt directly with BURA; the Diagonal Plaza discussion is what I last recall following that involved the Board.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a member of the The common thread in citizen working groups has always been clarity and revisiting "what is the problem we're trying to solve". When we get back to the premise of why we are meeting and brainstorming, it can lighten personal conflict and reset the conversation back to ideas and solutions.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not have any conflicts of interest; I am not a developer nor do I own any commercial property. Perceived conflicts - I would defer to the city's protocol for all citizen Boards re: disclosure as appropriate on topics where someone has a personal stake.

5. What are your views regarding the role that redevelopment of commercial properties can or should play to sustain Boulder's economy? *

I have two synergistic philosophies on commercial redevelopment:

First, I presume and expect change and see it on balance as being part of thriving and modern city. From that position, I look to the merits of any given redevelopment proposal and how they serve various master plan goals.

Second, I look to the existing commitments and liabilities within Boulder's budget, across all the departments. To the extent the general fund and various budgets rely on sales taxes (but they're not the only relevant taxes) I see the overall economic vitality of the city as being a responsibility and a resource to fund the quality of life and crucial services a city of our status should have AND has already made promises to fund. Economic activity via commercial redevelopment is a means to an end, and we have some lofty visions for what we want and expect life in Boulder to be like - see point 1 above.

Also - it gets personal - having a job is a foundational aspect of living in society, the numerous ways in which the right job provides a service, creates something, gives you fulfillment, is a source of friendship and knowledge and inspiration - these are the intangible aspects that are behind my expectation and support for commercial redevelopment.

6. Perhaps the City should study redevelopment options for the commercial district on the Hill. What do you think are the key issues and priorities related to redevelopment of this site? *

Several studies over as many years have a common theme of securing anchor tenants and nurturing the eclectic, historic atmosphere of the Hill through a mix of business types. Given the recent decisions to limit additional market-rate residential units within the commercial district, that issue is somewhat resolved - the focus can now be on reinvigorating the Hill's

spectrum of businesses. See my answer re: Question 7 below for my opinion on incentives, as such financing will be a crucial tool to evolve the Hill.

I believe the trends within employment and working lifestyles in Boulder lend the Hill to becoming a more vibrant hub for shared work space and business incubator-themed organizations; however this will not happen within the existing zoning restrictions re: FAR, potential linkage fees and possibly height limits. Beyond these arguably flexible constraints, the bigger challenge is finding a large (read: deep-pocketed) enough business who can both set the tone for "coolness" and begin to shape a new hip, attractive-to-vibrant-businesses atmosphere on the Hill AND have the wherewithal and mindset to ride out the 24 months it would take to see a ripple effect of change in the commercial tenants around them. It's a tough challenge - something of visionary significance can only occur if 1) city incentives are part of the mix and 2) the flexibility for market-driven forces are allowed to take root.

The sweet spot for the Hill will be when the transient atmosphere of the students is more of a constant source of energy/employees/customers to businesses as opposed to simply serving momentary food service and related needs. When the Hill becomes a place beyond that, other local non-students and people from elsewhere in town will want to come there. If there is a good faith effort to make the Hill something worthy again of city-wide pride, we can come up steps to get there. It's just going to take more than demands upon the existing property owners. It's going to have to be sophisticated.

7. Many Colorado cities provide financial incentives to encourage redevelopment of aging properties. Boulder has done so in the past. Do you believe such activities are appropriate? If so, under what circumstances? *

Yes I agree with financial incentives - they are a tool to bridge the market realities of investment objectives with broader community goals. If an area or significant property has not evolved and "improved" (a somewhat subjective term) over a period of time deemed too long (also subjective), then the market has shown a different vision is not feasible and will not manifest without some type of assistance.

If Boulder has broader goals for its evolution that are not manifesting via market forces, that is when public private partnerships and/or financial incentives become relevant. Various master plan goals and broader policy statements will articulate what we want and incentives can be the necessary ingredient to achieve those goals.

8. Do you believe that incorporation of a mixture of uses (such as housing) into traditionally commercial districts in Boulder is a good idea? *

Yes. The integration of compatible and synergistic uses is preferable to single-use sections of town in many cases. I would have mixed-use as a default assumption and look to individual property scenarios to provide ideas on how to do this or justify why it is not feasible.

I would expect BURA looks at specific proposals and visions for redevelopment and discerns if such compatibility is likely; it may still be the case that the community gets a larger net benefit from limiting the uses of a property; i.e. a conference center, school, large employer, etc.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019



BOULDER URBAN RENEWAL AUTHORITY (BURA)

Annual Application - 2015

Date

02/12/15

The Boulder Urban Renewal Authority (BURA) consists of five members who serve five year terms. By Colorado State Statute, members of the Authority are appointed by the Mayor and approved by the City Council. BURA is responsible for encouraging the redevelopment of property within City Council-established redevelopment districts. BURA members provide input regarding redevelopment issues and programs to the City Manager. BURA meets as warranted, rather than on a regular, monthly basis. Any applicant owning property within the 9th and Canyon and/or the Boulder Valley Regional Center redevelopment districts must fully disclose the extent of holdings.

Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Ross

Last Name *

Meyer

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80301

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

206-790-5171

E-mail Address *

rrmeyer@gmail.com

Occupation

small business owner, health & fitness

Place of Employment

Ross Meyer Personal Re-Training

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

since 3/30/15

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Various community service and business group service. VP of BNI business group chapter.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Not this particular board. My father worked in architecture and urban planning; I was raised walking around neighborhoods with my dad saying things like "Now Ross, do you see how this archway makes us just *want* to see what's on the other side?"

I'm getting married in September, opening a new location for my business right now, and putting down roots in the Boulder community. I have a vested interest in Boulder being as wonderful a place as possible.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Very recent example: last night over dinner my fiancee and I were discussing our plans for wedding save-the-date announcements and invitations, whether to do mailed paper or email. We initially wanted different things. My standard protocol for situations of disagreement is to give all parties (in this case, me and my fiancee) the opportunity to express not only what our position is, but why we have that position, why it matters to us. We each expressed why we desired our preference, and then tried on the other's needs and point of view. We were able to settle on one perspective and both agreed that it met all our needs and desires in a good way.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None.

5. What are your views regarding the role that redevelopment of commercial properties can or should play to sustain Boulder's economy? *

Variety of factors:

- Maintaining Boulder as a vibrant business community necessitates constant attention to growth and development.
- Creating an environment which is conducive to business creates potential for economic vitality, creative expression of entrepreneurship, growth in employment opportunities, growth in collected taxes which can then be used responsibly for public benefit.
- Responsibility and opportunity for commercial/business growth coexists with responsibility and opportunity for citizens residential needs.
- Wise redevelopment can provide people opportunities for better living situations: measured via raw desirability, safety, density, integration with business and community services, etc.

Redevelopment of commercial properties can (and should!) play a huge role in crafting the identity of our community, our business/economic livelihoods, and our homes.

6. Perhaps the City should study redevelopment options for the commercial district on the Hill. What do you think are the key issues and priorities related to redevelopment of this site? *

This is big. Issues involved include:

- Effects on CU's ability to attract student populations, with associated effects on CU and Boulder's finances through enrollment, local economy, and tax basis. Also long-term effects of Boulder populations as CU graduates choose whether or not to stay in the area.
- Creating economic vitality and positive financial impact on the city, while still providing for needs of student populations who don't have dump trucks of cash to spend.
- Balancing the attraction of large/non-local business investment in redeveloped properties/areas with continuing to give a home to local and established businesses.

7. Many Colorado cities provide financial incentives to encourage redevelopment of aging properties. Boulder has done so in the past.

Do you believe such activities are appropriate? If so, under what circumstances? *

Such incentives can be appropriate, but must be done carefully. Historic preservation is a piece of my family culture, and I have concerns about wanton demolition of historic buildings in favor of new construction. E.g. as I was moving away from Seattle en route to Boulder, a historic block in the Capital Hill area was demolished and replaced with new construction.

The demolished building housed local businesses which were cornerstones of the neighborhood culture and identity. They were replaced with a tanning salon, a branch of a national bank, and a clothing store that sells \$500 pants.

The new building also features higher density for residential and commercial, and an expanded potential tax basis. This provides more revenue to serve the people.

It is my nascent opinion that situations like these must be considered on a case by case basis. In certain circumstances, redevelopment of aging properties can wind up in a net loss for citizens. In other circumstances, it can be win-win-win for residents, business, and government.

These win-win-win scenarios are what I seek to encourage.

8. Do you believe that incorporation of a mixture of uses (such as housing) into traditionally commercial districts in Boulder is a good idea? *

Absolutely.

Mixed use commercial and residential is the future. Especially given Boulder's reticence to expand geographical area to avoid sprawl and maintain open space, mixed use allows us to control cost of living for residents while also creating beneficial win-win-win for quality of life, business opportunity, and government finances.

Without being able to point to specific studies and data, it is also my understanding that mixed-use commercial/retail areas demonstrate lower crime rates and increased lifestyle vitality.

I am all in favor.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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BOULDER URBAN RENEWAL AUTHORITY (BURA)

Annual Application - 2015

Date

02/12/15

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Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

TONY

Last Name *

SMITH

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-444-6185

E-mail Address *

tonysmith101@mac.com

Occupation

BUILDING CONTRACTOR

Place of Employment

BOULDER

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

35 YRS

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I spent 3 yrs in architectural school (before I decided to go into construction) I am a licensed contractor with the City Of Boulder. I have worked on many building projects in this city including tenant finish in stores on the Pearl St Mall, single family home construction and remodels. I have been a project manager for a number of commercial buildings built in this city. Recently I have volunteered for Habitat For Humanity in this city. I own rental property in this city (not in the districts mentioned above) and I am constantly improving those properties. I have a very familiar grasp of construction & development

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I may have when I applied for building permits

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

listen closely--make suggestions--be decisive

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

none that I know of. Presently I am half retired and only take on smaller projects

5. What are your views regarding the role that redevelopment of commercial properties can or should play to sustain Boulder's economy? *

Development is essential to be progressive and have a successful city---I do think we may be tearing down too many good buildings, however.

6. Perhaps the City should study redevelopment options for the commercial district on the Hill. What do you think are the key issues and priorities related to redevelopment of this site? *

This area is predominately used by college students----and decisions should take that into account, first and foremost

7. Many Colorado cities provide financial incentives to encourage redevelopment of aging properties. Boulder has done so in the past. Do you believe such activities are appropriate? If so, under what circumstances? *

only if the properties are in such bad shape that there is no way to practically save them

8. Do you believe that incorporation of a mixture of uses (such as housing) into traditionally commercial districts in Boulder is a good idea? *

no, not generally speaking. A few residential properties sprinkled among commercial development is okay

but generally I don't believe this is a priority for most people looking for a residence.

This city isn't big enough for that type of urban living. We are surrounded by mountains and open space and at least some sort of a rural feeling is what I think most people want when looking for a place to live

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Boulder City Council

2015 Boards and Commissions Appointment Guide

Colorado Chautauqua Association

Council Action Requested:

Appoint one new member (city appointee) to a three year term ending 2018.

Current Members:

2016	Catherine A. G. Sparkman
2015	Thomas Thorpe

Occupation:

Association of Surgical Technologists - attorney, Director of Gover
Architect (semi-retired) and Historic Buildings Rehabilitation Consu

Status:

Occupied
Occupied

Applicant List

Colorado Chautauqua Association Applicants

Rona Cantor
Boulder, CO 80304
Occupation: Retired/Office Mgr, Boulder Arts Academy

Mary Mesch
Boulder, CO 80304
Occupation: Self-Employed Mediator

Thomas Thorpe
Boulder, CO 80304
Occupation: Architect (semi-retired) and Historic Building

COLORADO CHAUTAUQUA ASSOCIATIONS



Annual Application - 2015

Date

01/13/15

The 15 person Board is the governing body of the not-for-profit organization. Two of the board members are appointed by the City Council, each to three-year terms.

Staff Liaison: Susan Connelly, CCA Executive Director

Meetings are generally held on Monday every six weeks at 6 PM in the Chautauqua Community House per an annually-established schedule posted on the web site (www.chautauqua.com).

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Mary

Last Name *

Mesch

Home Address (not available to the public unless you are appointed) * Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-244-8452

E-mail *

mesch@ionsky.com

Occupation

Mediator

Place of Employment/Retired

home office

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Education: BA economics UC Davis, MBA Berkeley

Specialized training: mediation & alternative dispute resolution, facilitation training, negotiation

Professional: marketing executive with start ups to Fortune 500 companies, small business owner, professional mediator with theMAC

Board service: Sunshine Fire Protection District

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Like most Boulderites, I have a love affair with Chautauqua and have experienced it as fully as possible. Most meaningfully, I lived for three months in one of the privately-owned cottages after losing my home in the Four Mile Fire. I found great solace and inspiration during that difficult time in Chautauqua's natural beauty and its special feel nurtured by CCA. As a resident, I gained a fuller appreciation for the services provided by CCA and the different needs of the various constituents.

Currently, my main use of Chautauqua is for hiking and I've walked every Chautauqua trail, including its three major peaks in one day. I've also attended many concerts and volunteered as an usher for CMF.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a mediator and facilitator, I work with conflict resolution on a frequent basis, so let me answer this question in a general way. I start a mediation/facilitation by letting each party state the issues from their perspective, which often the other parties don't really understand. During this stage, I allow parties to vent their emotions in an appropriate way, which is necessary for them to move on in the process. I then focus the parties on discussing possible solutions and then agreeing on the solution that is best. Specific essential techniques include: mirroring, paraphrasing, open-ended questioning, what-if scenarios, caucusing, reality testing.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

No potential conflicts of interest.

In general, conflicts of interest always need to be addressed openly and candidly.

5. What do you see as the greatest challenges or issues facing Chautauqua and/or the Colorado Chautauqua Association? *

1. Promoting use of Chautauqua as a year round venue
2. Parking and crowd management during peak seasons
3. Continuing trail maintenance, including remaining post-flood rehabilitation
4. Building maintenance and improvements that are consistent with both the historical character and CCA's drive for sustainability
5. Attracting younger patrons, i.e., 22-30 year old range, to events and the dining hall
6. Balancing the needs of the Boulder community vs. out-of-town visitors

6. In your opinion, what role is Chautauqua currently fulfilling for Boulder citizens? What role(s) should be strengthened? *

From my perspective, Chautauqua is succeeding as a wonderful outdoor experience for Boulder residents who hike its trails, climb the Flatirons, and enjoy its vistas.

I question, however, the frequency with which Boulderites attend cultural events there. I would like to see CCA increase its presence as a cultural center for the town, in line with its historic roots.

7. In your opinion, what are the most important factors to maintaining the aesthetic and historic character of Chautauqua while ensuring its economic viability? What specific recommendations would you make? *

1. Maintaining an appropriate architectural style while updating buildings and facilities to be efficient, sustainable, and comfortable.

2. Increasing parking/transportation options without impacting Chautauqua aesthetics and neighborhood relations

Without having served on the CCA board, I don't feel I have the in-depth knowledge required to make specific recommendations. However, I would question if:

- + the shuttle bus service could be extended outside of event use
- + acoustics and bench seating could be improved in the auditorium
- + utility lines could be buried

8. There are many shared interests in Chautauqua, including the Association which manages the operations, owners of cabins, the dining hall, organizations which use the auditorium, visitors, adjacent park and Open Space lands, and the City of Boulder which owns the land. Which, if any, of these do you see yourself as representing, and what practical implications might that have? *

If I were on the board, I certainly would expect to consider all the shared interests in a balanced manner. That being said, I'm an avid hiker of Chautauqua's trails and my personal perspective is as a visitor to both CCA and the adjacent park and Open Space lands.

I cannot foresee any negative implications of my interests. I'm a very realistic person with a business background and understand how to allocate resources among competing ends. My love of hiking would not interfere with decisions on other facets of CCA.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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COLORADO CHAUTAUQUA ASSOCIATIONS



Annual Application - 2015

Date

02/12/15

The 15 person Board is the governing body of the not-for-profit organization. Two of the board members are appointed by the City Council, each to three-year terms.

Staff Liaison: Susan Connelly, CCA Executive Director

Meetings are generally held on Monday every six weeks at 6 PM in the Chautauqua Community House per an annually-established schedule posted on the web site (www.chautauqua.com).

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Rona

Last Name *

Cantor

Home Address (not available to the public unless you are appointed) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-993-2578

Mobile Phone (?)

303-845-0550

Work Phone (?)

E-mail *

ronac3@msn.com

Occupation

Retired administrator

Place of Employment/Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a Master's Degree in, and completed coursework and comprehensive exams for, a Doctorate in Public Administration. I have served on Boulder City and County Boards, local non-profit organization and religious organization boards of directors since 1979 as well as been in leadership positions in community organizations during that time.

I have extensive work experience in the arts, including 10 years as the Business Manager of the Department of Theatre and Dance at CU and the Colorado Shakespeare Festival, Office Manager for the Boulder Arts Academy and Executive Director for Frequent Flyers Productions. At the Theatre & Dance Department I was coordinated a move out of the entire building for renovation purposes while still maintaining all classes, productions and academic functions of both the department and the Shakespeare Festival and then the move back in after a year.

Positions include:

- Boulder City Housing and Community Development Citizen's Committee – member and vice-chair (1979-82)
- Coordinator (1982-83) and member of Board of Directors (1978-83) of Boulder County Women's Political Caucus
- Member of the Colorado Women's Political Caucus Board of Directors (1981-83)
- Boulder County Community Action Program – Chair (1985-1987)
- Elected to Boulder Campus Staff Council and University of Colorado Staff Council, 1988-1991
- Voices for Children – member and Treasurer (1991-1992)
- Co-leader, Girl Scout Troop 884 (1998-2004)
- Boulder Arts Commission – member (2006-7)
- Board of Directors of Congregation Bonai Shalom (2013-2015)
- Program Committee of Menorah, a project of Boulder JCC (2013-present)

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have lived in Boulder since 1971 and have attended movies, concerts, lectures and plays at Chautauqua since then. I have hiked the trails, picnicked there and enjoyed many lovely meals at the Dining Hall.

As a member of the Boulder Housing and Community Development board in the early 1980s I lobbied for, and obtained, funds to replace the roof on the Auditorium building. At that time you could watch a film and take a shower in your seat if it was raining outside. The building was in dire need of repair and was in danger of going beyond the point of being able to be refurbished. There were many very valuable competing interests presented to the committee, but since historic preservation was one of the missions of the CD Grant, it felt it was crucial to preserve the Chautauqua infrastructure.

In addition, although it was a one-time event, my daughter attended a one-week summer camp at Chautauqua in 1999 or 2000, that created an environment that evoked the early times at Chautauqua. We were both enchanted by the experience.

My husband and I had talked for years of taking a "staycation" at Chautauqua, but alas, that never happened and I regret that omission.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

How or whether a disagreement is resolved depends on whether the board makes decisions by consensus or majority rule.

The 2 boards where we were giving out funds clearly had elements of conflict of interest of the Board members since we represented specific community organizations or specific arts disciplines (Community Development and Arts Commission). Both Boards had clear rules for decision-making with a strong chair to oversee them. The key to making these kinds of decision-making for all decision-making bodies: listen to all voices of the community.

interrupt or take personal shots at someone else, and state your position clearly and with a firm grasp of the facts. Having the facts in advance of meetings (by reading the agenda in enough time to gather them) is crucial in presenting your case. Agreeing upon a time limit for debate in advance of a discussion also is helpful as long as the chair abides by that time limit.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not have any conflict of interests with respect to the work of this Board.

In the past I have had a conflict, specifically with the Boulder Arts Commission. At the time I was the Office Manager for the Boulder Arts Academy and the Boulder Ballet, and so I had to recuse myself from discussion of their applications. Other Commissioners did the same when the organizations whose boards they sat on came up for discussion. I found it very frustrating when questions about the applications from my organizations came up because I could easily respond but was not allowed to do so.

Obviously members of a board should be up front when they do have a conflict before discussion begins. I think that the perspective of someone closely associated with the issue is important for other board members to hear before making a decision so I would not recommend that they stay mute. I think they should state their case and then leave the room so the rest of the committee can take that information into account during a full discussion of the issue. I don't think it is productive to have that person there to argue every opposing point made against the proposal.

5. What do you see as the greatest challenges or issues facing Chautauqua and/or the Colorado Chautauqua Association? *

- On an ongoing basis it is maintenance and preservation of an aging host of buildings that get a lot of use and abuse, as well as the surrounding 26 acres. Clearly that takes a huge amount of funding, and so raising money to meet those needs is a key element.
- Determining how to share financial responsibility for these facilities and surrounding areas with the City of Boulder is another upcoming and future challenge.
- An article in today's Daily Camera about discussions around the new lease coming up in 2018 indicates the challenge of managing the community's expectation that Chautauqua remain the same versus previous proposals from this board to expand and modernize the facilities.
- Hammering out a new lease agreement with the City encompasses most of the above concerns and is the major action required of this board in the next year or two.

6. In your opinion, what role is Chautauqua currently fulfilling for Boulder citizens? What role(s) should be strengthened? *

Chautauqua serves as a landmark for tourism in our community as well as a cultural, educational and recreational focal point for local (and not-so-local) residents. With regard to tourism, it also serves as rental housing and hotel. Its summer and fall cultural offerings are extensive and professional. Recreational use bridges all seasons and meets the needs of many citizens. Parking is a perennial problem for all of its roles. It is an issue that needs to be addressed over and over.

It would be beneficial to utilize the property year-round, especially in the winter. To do that, the auditorium would need to be winterized, no doubt at great expense. I have no idea whether that has been considered or if so whether it has been rejected because of cost, structural issues, or something else. The Dining Hall is a popular destination in the summer but could use some events in the winter to fill the tables during the week. I am not familiar with cabin rentals in the winter. At one time CU used those cabins to house graduate students but I have no idea what current usage is. If not already being done, renting out those cabins in the winter would be useful.

7. In your opinion, what are the most important factors to maintaining the aesthetic and historic character of Chautauqua while ensuring its economic viability? What specific recommendations would you make? *

I consider maintaining the period look of the exteriors of the major landmark buildings to be essential to keeping with the aesthetic and historic character of Chautauqua. The infrastructure of these buildings needs to be updated for safety and year-round use in order to ensure the economic viability of the enterprise. I would not be adverse to updating the exteriors and interiors of the cabins to make them more appealing as rental units on a year-round basis and raising the rates on them.

I don't know whether the staff has looked at winter programming for the acreage the Association manages, but if there was a way to offer some outdoor activities with associated fees that could be useful.

8. There are many shared interests in Chautauqua, including the Association which manages the operations, owners of cabins, the dining hall, organizations which use the auditorium, visitors, adjacent park and Open Space lands, and the City of Boulder which owns the land. Which, if any, of these do you see yourself as representing, and what practical implications might that have? *

Clearly, as a Board member of the Association, my job is to represent the Association and its members' interests. This position may, of course, put me at odds with the other competing positions. I strive to see and consider all stakeholders' points of view but need to weigh them in terms of the best interests of the Association. I could anticipate lobbying by those other interests on issues of importance to them but pride myself on having personal integrity and a professional interest in the good of the organization I represent.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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COLORADO CHAUTAUQUA ASSOCIATIONS



Annual Application - 2015

Date

01/31/15

The 15 person Board is the governing body of the not-for-profit organization. Two of the board members are appointed by the City Council, each to three-year terms.

Staff Liaison: Susan Connelly, CCA Executive Director

Meetings are generally held on Monday every six weeks at 6 PM in the Chautauqua Community House per an annually-established schedule posted on the web site (www.chautauqua.com).

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Thomas

Last Name *

Thorpe

Home Address (not available to the public unless you are appointed) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-579-4068

303-579-4068

E-mail *

tthorpe@townscapesllc.com

Occupation

Architect (semi-retired) and Historic Buildings Rehabilitation Consultant

Place of Employment/Retired

Townscapes LLC, 1942 Broadway, Suite 314, Boulder CO 80302 (Owned by Tom Thorpe)

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

For 42 years, I have been a practicing architect/planner in our community and nationally, a member of numerous civic volunteer Boards, and also a long time preservationist/owner/manager of historic buildings. I am now retired from my design firm and have, since 2009, been a Consultant helping many groups "return historic properties to service" as authentic and living places. Qualifications include: Founding President of Downing, Thorpe & James Architects & Planners, Boulder; Former Member and Chairman of Boulder Landmarks Board (6 years); Former founding Board Member of Downtown Boulder Inc; Former Board Member of Historic Boulder Inc.; Member of Urban Land Institute-Colorado Executive Board. Since 2009 owner of Townscapes LLC, providing consulting services to Historic Boulder Inc., the Colorado Governor's Residence, Colorado Preservation Inc, and other non-profit organizations. (Please see my website at www.townscapesllc.com.)

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I was appointed to the Colo. Chautauqua (CCA) Board by City Council in 2011 to fill the remaining 1 year term of George Karakehian (CCA president) when he was elected to Council. I was then reappointed in 2012 by Council for my own three year term. I have been a very active member of the CCA Board: I chair the CCA Buildings and Grounds Committee, have served as a CCA Vice President, and am now also on the CCA Strategic Planning Committee. As the only CCA board member with design and historic preservation expertise, I have provided suggestions as requested for four years about CCA's stewardship of buildings, grounds, and the overall historic Chautauqua community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

On the 12 volunteer Boards on which I have served, and in my architectural firm, I have used the "mediation process" of orchestrating all participants to clearly state their views on a contentious issues, and then work through a progressive group dialogue to find common goals and then decision-points on which the parties can agree. Once consensus is reached, the parties specifically commit to support the conclusions, and move on together to implementation.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not have any conflicts of interest with respect to this Board.

CCA Board has in the past two years adopted a policy to address potential conflicts of interests, and I support this policy. Essentially, the policy stipulates that any Board member who feels they may have a conflict of interest about any matter before the Board will disclose their situation. After that there will be an open discussion among all of the other Board members who will then vote to either: a) have the Board member recues him/herself, or b) allow the member to participate in the discussion but not in the vote, or c) allow the member to participate in the discussion and the vote. If the member wishes to recues him/herself from the entire discussion, the Board will certainly respect their decision.

In my opinion this Board policy has worked very well for two years and I recommend the Board continue it.

5. What do you see as the greatest challenges or issues facing Chautauqua and/or the Colorado Chautauqua Association? *

The "Chautauqua Experience" is based on the values and purposes of the original Chautauqua Movement: "Lifelong learning, love of nature, voluntary simplicity, and music, oration and the arts," all in an inspiring setting. The Colorado Chautauqua (C C) strives to provide and enhance that Experience each year with many programs, meetings, conferences, lectures, entertainment, family and social events, and recreation, as well as lodging and dining to accommodate the many users.

a.) To me, the overarching and ongoing challenge for maintaining and improving the

Experience is monitoring and fine-tuning the balance between the many programs and services which address people's needs and expectations, while also protecting the somewhat fragile National Historic Landmark.

b.) The C C Park is often on the edge of overuse for the four summer months each year, especially in conflicting demands on requested scheduling of the facilities, parking, access, impacts on the adjacent neighborhoods, and demands on the site from being adjacent to the largest and most popular open space/trailhead area in the City. CCA staff and Board have created a Use Management Plan, and carefully review the situation to find the needed balance.

c.) The renewal of the 20 year Lease between the City and CCA is scheduled to be done in 2015. Numerous efforts are already under way to envision "what Chautauqua will be like in another 20 years", and how to work with the City to create optimum lease agreements to accomplish that vision.

d.) Possibly update the Chautauqua Design Guidelines, not revisited since their creation in 1989.

e.) Possibly create a collaborative process between CCA and the City (as successful as the CCA/City ADA Accessible Restrooms project) on how to rehabilitate the historic Primrose Building, which is close to being overused as the housekeeping and also the buildings and grounds maintenance facility.

f.) Possibly create a daytime transportation shuttle system for day users to alleviate traffic and parking congestion, in order to reduce pressure on the historic neighborhoods in and near Chautauqua.

6. In your opinion, what role is Chautauqua currently fulfilling for Boulder citizens? What role(s) should be strengthened? *

From the annual User Surveys at the Park, all reviewed in detail by Board members, it does appear that Chautauqua is doing a "good to very good job" of fulfilling the multiple roles expressed by visitors and as stated in the CCA Mission Statement: "The Mission of the Colorado Chautauqua Association is to preserve, perpetuate and improve the site and spirit of the historic Chautauqua by enhancing its community and values through cultural, educational, social and recreational experiences."

Use of the Park by Boulder citizens for the many concerts, educational programs, meetings, conferences, recreational activities, social events, dining, and lodging is very high, especially in the four summer months. The User Surveys and my own observations and discussions in the City do not call for strengthening these or other roles so much as making improvements in the issue areas discussed in Question 5. above.

7. In your opinion, what are the most important factors to maintaining the aesthetic and historic character of Chautauqua while ensuring its economic viability? What specific recommendations would you make? *

The very high popularity of Chautauqua, while continuing the special community's life and vitality into its second century, can threaten its aesthetic and historic character, especially of the Historic Core. However, another threat can occur if the Parks' economic vitality is also not ensured through continued "careful evolution" in response to demands for new programs and services which contribute to use and vitality in the current times. (such a threat almost eliminated the C C in the 1970's.) I believe that a balance can always be created to address these demands by the creation and wise utilization of strong planning and strong policies. Since becoming a Board member in 2011, I have worked hard to help create and adopt policies such as the new Landscape Design Guidelines, the implementation of the next phase of the Master Signage Plan: Wayfinding and Interpretive, and the new Master Exterior Lighting Plan.

By careful attention to such key planning documents and their utilization by the CCA, the Cottagers, the City departments and their Boards (P&R & OSMP), and the City Landmarks and Transportation Boards, the "protection and careful evolution" of the entire Park can be much more assured. To contribute to these goals, I have chaired the CCA Buildings and Grounds Committee (B&G C) since I joined the Board, and have personally utilized numerous ideas from my professional background into those planning documents. The CCA B & G Committee also regularly reviews any applications for proposed modifications to buildings and sites in the Park, utilizing these adopted planning and policy documents. I further strongly support the stewardship planning contained in processes such as the CCA 2020 Plan, the Collaborative Stewardship Framework process with the City representatives and the consultants, and then the Guiding Principles defined by the working group of CCA leaders and City Council and staff representatives.

My recommendations are to continue such important processes together to maintain the aesthetic and historic character of Chautauqua.

8. There are many shared interests in Chautauqua, including the Association which manages the operations, owners of cabins, the dining hall, organizations which use the auditorium, visitors, adjacent park and Open Space lands, and the City of Boulder which owns the land. Which, if any, of these do you see yourself as representing, and what practical implications might that have? *

Very good question!

During the years I have been on the Chautauqua Board, there has typically been a specific consciousness among Board members and Staff about viewing our stewardship in terms of "The Chautauqua Experience", meaning we try to think about how to make sure that each visitor's experience at the Chautauqua campus (and adjacent parkland) is outstanding. Since each visitor will have varying expectations, perhaps being around the performances, or programs and lectures, or hiking, or living or visiting in the cottages, or dining, or picnicking, or any of the many other reasons people come to "experience Chautauqua," we are constantly thinking of how we can improve the policies, facilities, programming, setting, and attention to the historic character and spirit of the park – all consistent with the Mission of CCA. (See 6. above for Mission statement.)

So I very much think of myself as representing each of the people who visit Chautauqua to have a wonderful experience. That is truly the mindset of the current Board and staff, and part of why serving on this Board is so enjoyable.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Downtown Management Commission

Council Action Requested:

Appoint one new member (property representative) to a five year term through March 2020.

Current Members:

2019 Susan Deans
 2018 Sacha Millstone
 2017 Scott Crabtree
 2016 Jerry Shapins
 2015 John Koval

Occupation:

Retired Journalist, freelance writer and communicatins consultant
 Millstone Evans Group of Raymond James and Associates - SVP,
 renewable energy/real estate entrepreneur
 retired/self employees - urban designer/landscape architect
 Real Estate - Coburn Development Inc.

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Downtown Management Commission Applicants

Eli Feldman
Boulder, CO 80304
Occupation: Conscience Bay Management LLC - Manag

Gary Gomulinski
Boulder, CO 80304
Occupation: Citywide Banks - Commercial Banker



DOWNTOWN MANAGEMENT COMMISSION

Annual Application - 2015

Date

02/11/15

The Downtown Management Commission consists of five members appointed by the City Council, each to five-year terms. Three appointees must either own real property or represent owners of real property in the Downtown Boulder area. Two appointees are residents from the community-at-large. The Commission has the combined responsibilities of the previous Central Area General Improvement District Board and the Downtown Mall Commission. See section 8-4-10 of B.R.C.

Staff Liaison: Molly Winter (303)441-7317

Meetings are held the first Monday of the month at 5:30 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Eli

Last Name *

Feldman

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-219-1209

303-225-7905

E-mail Address *

eli@cbayco.com

Occupation

Manager, Attorney

Place of Employment/Retired

Conscience Bay Management LLC

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

14 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am a 2005 graduate of the University of Colorado School of Law and have practiced real estate law in Boulder for the past 10 years. I am the president and founder of Conscience Bay Company, a real estate investment and management company based in downtown Boulder. Conscience Bay owns and operates approximately 500,000 square feet of commercial real estate in Boulder, including 50,000 square feet of retail and office space in the downtown core. As a result of owning and managing commercial real estate, I am familiar with many of the subjects that the DMC considers on a regular basis, such as parking, sidewalks, signage, infrastructure, maintenance, snow removal, special events, lighting and safety. I have also served on the Board of the Nature Conservancy 13ers and the Woodchuck Ditch Company, which provided relevant experience in managing budgets, event planning, and maintaining infrastructure.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have lived and worked in downtown Boulder since 2001. As a result, I have extensive indirect experience with the DMC and the services it oversees. Since becoming a commercial property owner in downtown Boulder, I became more intimately familiar with the DMC's activities and determined that I had relevant skills and experiences to help further its mission.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I serve on the Board of Directors for the Woodchuck Ditch Company, in Steamboat Springs. The Ditch Company was recently involved in an access dispute with one of its major shareholders. I negotiated a compromise solution between the Board of Directors and the shareholder to allow the necessary access for the Ditch Company's purposes, while respecting the shareholder's need for privacy and security. Viewing the dispute from multiple perspectives, and finding room for compromise was key to resolving the matter.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

My company's ownership of commercial real estate in downtown Boulder presents a potential conflict of interest, yet it is also an eligibility requirement. Other Board members should be informed of the specific properties that my company owns. I will recuse myself from votes that are likely to have substantial economic impact on my company's assets. I will follow the Code of Conduct, section 2-7 of B.R.C.

5. What are the changes to the management of parking downtown that would enhance the vitality, walkability and functioning of the core of our City? *

I am aware that several strategies are in place to improve access to downtown, and several more are under analysis. Consideration should be given to pricing, on and off-street parking policies, sharing public parking in privately owned buildings, "edge" parking, technology improvements to existing garages, and demand response parking applications. Walkability and vitality seem to be enhanced in areas that see less automobile traffic. Accordingly, the goal specific to automobiles should be to stabilize or reduce the number of cars within the downtown district, while providing adequate alternative modes of access for residents, shoppers, diners, office workers, and deliveries.

6. How do you perceive the current balance between automobile and alternate modes access to the downtown? What recommendations or improvements would you make? *

It is my perception that the balance is more heavily weighted towards automobiles than alternate modes of transportation. To improve access to the downtown core, incentives and infrastructure investments for alternate modes of transportation should continue to be explored and

implemented, including B-Cycle, eco-passes, car shares, and bicycle lanes, among others.

7. In your opinion, what are the most important factors to maintaining the aesthetic and economic vitality of downtown and what specific recommendations would you make? *

The most important factor driving the economic vitality of downtown Boulder is the highly skilled and creative work force. The City can continue to attract these talented workers by maintaining high quality dining and shopping amenities, a clean and safe area for evening entertainment, providing nearby outdoor recreation opportunities, offering meaningful business retention and expansion incentives, maintaining good working relationships with CU, the federal labs, and the City's primary employers, providing diverse housing options, and convenient access. In terms of aesthetics, I believe that diversity in age, size, materials, setbacks, heights, roof lines, and uses provide the most interesting and pleasing urban views, as opposed to aesthetic codes that are deliberate and uniform.

8. What is your perspective on how Pearl Street Mall is being managed? Specifically address events, maintenance/improvements, partnerships with Downtown Boulder Inc. and the Business Improvement District and city/county relationships. *

The Mall is being managed well, particularly with respect to events, programming and holiday decorations. I believe there is room for improvement in the maintenance of sewer mains, alley paving, and snow removal. The Pearl streetscape improvements will provide long term benefits and the City should be commended for making the investment. However, the short term impacts to businesses could have been mitigated by adhering to a strict construction schedule.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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DOWNTOWN MANAGEMENT COMMISSION

Annual Application - 2015

Date

02/12/15

The Downtown Management Commission consists of five members appointed by the City Council, each to five-year terms. Three appointees must either own real property or represent owners of real property in the Downtown Boulder area. Two appointees are residents from the community-at-large. The Commission has the combined responsibilities of the previous Central Area General Improvement District Board and the Downtown Mall Commission. See section 8-4-10 of B.R.C.

Staff Liaison: Molly Winter (303)441-7317

Meetings are held the first Monday of the month at 5:30 PM in the City Council Chambers.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Gary

Last Name *

Gomulinski

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

Boulder

Country

Best phone number where you can be reached

Home Phone (?)

303-350-9491

Mobile Phone (?)

303-350-9491

Work Phone (?)

303-365-4042

E-mail Address *

gomulinski@citywidebanks.com

Occupation

Commercial Banker

Place of Employment/Retired

Citywide Banks

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

5 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My skill set is a broad mix of financial and geographical analytical skills built over my career. My education includes urban planning, geographic information systems as well as accounting and business management. I have served on a number of non-profit boards in various positions from treasurer to board chair. One organization I am involved with Boulder B-Cycle has been actively working to provide a bike sharing program in Boulder, which has the potential to reduce the number of short car trips and lessen some need for parking. Where I can bring this groups future plan in alignment with the plans of the Downtown Management Commission, there could be some great potential benefits for everyone.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I was pointed to this board as an opportunity to better engage in the Boulder Community when inquired about joining the DBI board. Based on the conversations I had with two of the current board members and Molly Winter, I feel this board to be a good opportunity.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Disagreements and conflicts can be a routine part of managing a non-profit board. A few years ago a non-profit board where I was serving as board chair was having difficult time working through a number of challenging decisions which would ultimately decide whether or not the organization would continue to operate in the future. While members of the board quickly split into those for making radical changes and those willing to allow the status quo to continue, I was able to calm the situation by taking an approach which refocused the group on the overall health of the organization and away from the discussion about individual staff members. We then broke down the issues into small topics which could be debated and then voted on, thus allowing the larger decision to be made in logical smaller steps.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am unaware of any potential conflict of interest I would have in respect to working with this board.

5. What are the changes to the management of parking downtown that would enhance the vitality, walkability and functioning of the core of our City? *

I don't think I can address this question at this point, without a fuller background on how the management of parking downtown is currently managed and organized. I am sure there are many ongoing and previous efforts in place to balance walk ability and functionality at the core of our City. If I am accepted to join this board, I plan to spend as much time as necessary to get up to speed on all the current and historic efforts so, I can apply my previous life's experience in future decision.

6. How do you perceive the current balance between automobile and alternate modes access to the downtown? What recommendations or improvements would you make? *

This question is a bit of a moving target as the City has evolved since I moved here. That balance between automobiles and alternate modes of access also varies by time of year. That is that as summer approaches and the number of tourist verse college student change, the mix of vehicles also changes. I would also point to the current construction boom in downtown Boulder, which is mixed with heavy truck traffic related to flood recovery efforts.

I think it would be useful to work on enhancing alternative modes of access for college students during the primary school year and look for options to better absorb summer tourist access to downtown, which would generally have less knowledge of the access and parking options.

7. In your opinion, what are the most important factors to maintaining the aesthetic and economic vitality of downtown and what specific recommendations would you make? *

Downtown Boulder is a unique place, which is easily walkable once you have found your way downtown. During the business day the downtown area serves to host hundreds or not thousands of people who work in the area. Their needs vary greatly from the people who travel downtown in the evening and weekend. That being said the Pearl Street mall will always remain a draw for both groups because of its pleasing aesthetics. Maintaining a clean and safe area where people can gather and enjoy the trees and flowers, as well as street entertainers is important. Generally, when those visitors find downtown comfortable and easily accessible, they are comfortable and extend their stay which could lead to more business for the retailers and restaurants. I think DBI does a good job of using and promoting exciting events in downtown which creates additional reasons for the community to come downtown.

8. What is your perspective on how Pearl Street Mall is being managed? Specifically address events, maintenance/improvements, partnerships with Downtown Boulder Inc. and the Business Improvement District and city/county relationships. *

Pearl Street Mall seems well managed. The events which take place downtown are lively and bring energy to the Pearl Street Mall. As I previously noted, safety is important to families with young kids and while many of the events on Pearl Street bring in many people from outside our community those gathering always feel safe to me. Some of the actions the City Council have been debating in regards to smoking and the transient populations look to enhance the family friendly reputation the Pearl Street Mall has for many years and should lead to strengthening its brand. With newer events like the Pro Cycling Classic and Ironman Boulder, we gain the opportunity to showcase our downtown area to new groups of people who will go home and remember what a wonderful place they visited.

I am not familiar with all the relationships between DBI, BID and the City/County nor how they work together. I am hoping to learn about some of those relationships and interactions through being involved with this board.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Environmental Advisory Board

Council Action Requested:

Appoint a new member to a five year term through March 2020..

Current Members:

2019 Morgan M. Lommele
 2018 Brad Queen
 2017 Tim Hillman
 2016 Stephen Morgan
 2015 Mara Abbott

Occupation:

Kearns & West, Inc.
 Energy Consultant
 Symbiotic Engineering, Energy Engineer
 Business Owner, 8008 Investments LLC
 Professional athlete, yoga instructor, personal trainer

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Environmental Advisory Board Applicants

Karen Crofton
Boulder, CO 80303
Occupation: Rocky Mountain Institute - Principal Consult

Nikki Hodgson
Boulder, CO 80303
Occupation: Outdoor Industry Association - Corporate Re

Jordan Mann
Boulder, CO 80303
Occupation: Navigant Consulting - Energy Efficiency Engi

Pankaj Sharma
Boulder, CO 80302
Occupation: CU - Research Scholar

Thomas Wells
Boulder, CO 80302
Occupation: Navigant Consulting - Energy Engineer



ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2015

Date

01/28/15

The Environmental Advisory Board (EAB) consists of five members appointed by City Council, each to a five-year term. The Board advises City Council and staff on issues including solid waste disposal, recycling, pollution prevention, energy, green building, integrated pest management and air quality. The Board provides advice to other city boards and City Council concerning the effects on the physical environment of any proposed master plan or revision.

Staff Liaison: Brett KenCairn (303)441-3272

Meetings are usually held the second Wednesday of the month.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Karen

Last Name *

Crofton

Home Address (Not available to the public unless you are appointed.)*

Street Address

#421

Address Line 2

Boulder

City

80303

Postal / Zip Code

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Country

Best phone number where you can be reached

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Mobile Phone (?)

Work Phone (?)

610-909-9639

E-mail Address *

croftonkaren@yahoo.com

Occupation

Principal Consultant

Place of Employment/Retired

Rocky Mountain Institute

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

15 months

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a mechanical engineering degree and an MBA, I have professional training in Environmental, Health and Safety as well as a variety of industrial processes from a Fortune 300 Industrial Gas company, professional training from a Renewable Energy and Energy Efficiency Think Tank, and currently serve on the alumni board of directors for Rice University's Business School.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have not had direct experience with this Board, however, I have had experience in reviewing many communities energy and environmental plans. I have seen way too many plans which are anchored by somewhat arbitrarily chosen goals that make for nice sounding tag lines, but that are not supported by well devised tactical plans. I'd like to help support Boulder in devising a plan that is a win for our citizens, a win for our businesses, and a win for our environment.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I have many years of construction management experience and have facilitated many contract disputes. I find in mitigating conflict, the first most critical step is to collect any factual data that is available (written documents, emails, etc.) Upon understanding what, if any, data is available, I then find it useful to ensure there is not a simple difference of semantics or terminology. Assuming then that there is indeed a difference of opinion or an interpretation that needs to be resolved, I then find it useful to determine each party's needs versus areas on which they might compromise. If possible, its best to do so, once any immediate emotional responses have passed. In most cases a happy medium can be found where each party feels they were able to retain their critical values, but were also able to compromise to achieve a win-win situation. In certain cases this may not be possible, and somewhat counter-intuitively, it can be helpful to introduce other components into the discussion that can be offered up as concessions to allow for compromise to occur.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I currently work for a think tank that works in the energy space, which has previously consulted to the City. I do not believe there are any current or near future potentials for a conflict of interest to arise.

The best course of action is for any board member to disclose any potential conflict of interest to the board in advance and ensure that they are removed from participating in those events that relate to the conflict.

In circumstances whereby a conflict of interest arises due to new circumstances, the board member should be report the new information to the board chair immediately. If any board member is concerned that an infraction may have occurred, legal advice should be sought to ensure the situation can be corrected.

5. What are the main environmental issues facing Boulder in the next five years? How could the Board work with City Council to prioritize and address them? *

I think the main environmental issues facing Boulder in the next five years are Industrial Emissions, Building Energy Efficiency, Renewable Energy Supply, and Sustainable Transportation. I think the Board's main way to assist the City Council is to help review the suggested initiatives that support these issues in a consistent manner. By creating a methodology which seeks to objectively prioritize programs, it will provide a check and balance to the other inputs the Council may receive. In addition, I think the Board could provide potential routes by which the Council could develop plans to address these issues Lastly, the Board should look to provide support in accomplishing them through our network of contacts, resources, and/or providing our time to support the projects.

I'd be happy to provide a more detailed response to each of the issues I mentioned if the intent of the question was to do so.

6. Select one of the City of Boulder environmental initiatives and make a recommendation for improvement. *

While the City of Boulder has many great initiatives, I believe the energy efficiency initiative has one of the greatest potentials impact, however, energy efficiency can also be very difficult to implement due to the fragmented nature of having to deal with individual sites.

I believe the best way to increase the City's effectiveness in achieving its goals is to ensure the rigor of methodology used when developing the goals. A strategy can only be effective if it is supported by specific operations that are measured by defined metrics. While not everything can be addressed purely quantitatively, it is still possible to assign a metric. By doing so, it becomes much easier to monitor progress and mitigate foreseeable risks.

The current energy smart rebates require a professional contractor to execute them, which compared to a DIY completion of these projects, would likely be more expensive even with the rebate.

Some of the most effective energy efficiency programs I have seen implemented have been through neighborhood-targeted events. Texas communities often have window tinting weekends, whereby a crew is in your neighborhood providing the service on a certain day. The "fear of being left out" of what all your neighbors are doing typically leads to a significant uptake beyond those achieved by simply providing the economic benefits. Project Porchlight in New Jersey follows a similar method for lighting retrofits. I believe there are target events that could be organized that citizens would be more inclined to pay for over paying \$185 for a home audit.

There are many local area groups that I think would be able to support such an event. Our local universities have extensive programs in sustainability and the local Boy Scouts even have a merit badge for sustainable energy.

I would propose to develop a pilot project in this methodology, which would be very low cost to implement and would give relatively targeted feedback on its success rate.

7. How should the department of Community Planning and Sustainability increase the city's effectiveness in achieving its sustainability goals? *

As I understand it, the responsibility of the Community Planning and Sustainability department is to provide review and zoning administration for projects so that project are developed in line with the City's long term sustainability goals. Boulder has been repeatedly cited as one of America's best towns in which to live. I believe it has done so because of the very delicate balance the city has amongst its open space, amenities for its citizens and availability of high quality jobs. This balance requires careful thought in designing areas that are convenient in which to live while still providing close access to the natural environment. The Community Planning and Sustainability department should help the City increase its effectiveness in achieving its sustainability goals by making certain that the intent of the laws and regulations are met without creating any negative unintended consequences. It also needs to ensure that these regulations are applied fairly across proposed projects.

Areas such as parking management and affordable housing are issues that could potentially have an optimal economic design that could be counter to the long term sustainability goals. The Community Planning and Sustainability department should identify the full impact of the project and look to provide solutions that support the City's sustainability goals.

8. Energy has become one of Boulder's top priorities. What ideas do you have for providing more clean, affordable and reliable energy to the city? What role should the EAB play in the decision-making process about the city's energy future? *

The City of Boulder should look to incorporate both utility scale and distributed renewable energy resources to create the most robust energy supply structure. By incorporating energy efficiency and demand response type programs, the City should be able to reduce the maximum supply output required thereby reducing the capital required for supply sources. The City should ensure it is considering the best available supply technologies while keeping in mind their cost, maturity, and reliability factors. The EAB should help the council ensure that the plans for implementing this type of strategy provide the optimal balance amongst cost, time, and rigor of methodology. The Board can do this by providing a cross-functional lens to the proposals put before the Council.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2015

Date

01/18/15

The Environmental Advisory Board (EAB) consists of five members appointed by City Council, each to a five-year term. The Board advises City Council and staff on issues including solid waste disposal, recycling, pollution prevention, energy, green building, integrated pest management and air quality. The Board provides advice to other city boards and City Council concerning the effects on the physical environment of any proposed master plan or revision.

Staff Liaison: Brett KenCairn (303)441-3272

Meetings are usually held the second Wednesday of the month.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Jordan

Last Name *

Mann

Home Address (Not available to the public unless you are appointed.)*

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80303

Postal / Zip Code

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Best phone number where you can be reached

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Work Phone (?)

720-207-3531

E-mail Address *

Mann.Jordan@gmail.com

Occupation

Energy Efficiency Engineer

Place of Employment/Retired

Navigant Consulting

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8 years with a 1.5 year break

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am currently employed as an engineer with a focus on energy efficiency of buildings and utility scale energy efficient programs here in Boulder. Before that, I lived and worked abroad in Germany at the Fraunhofer Institute for Solar Energy Research. During my employment in Germany I focused on building simulation and energy efficient commercial and government buildings. I have an undergraduate degree in mechanical engineering, where I focused on renewable energy and a masters in civil engineering where I focused on energy efficient building systems. While my expertise lies mostly in buildings, I also have an understanding of air and water quality.

I currently sit on 2 non-profit boards. One is for Clean Energy Action(CEA). CEA focuses on the policy needs for switching from coal fuels to more sustainable options. The other is the Boulder Housing Coalition(BHC) which provides low income community oriented housing for about 50 Boulder Residents.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I haven't interacted directly with this board. I have interacted with TAB, planning board and city council meetings. I think my expertise would be best suited for the environmental board, although I do find other boards interesting. I am interested in the work that this group has done with the climate action plan as well as energy efficiency standards.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

With my position on the BHC I occasionally encounter conflicts between residents which escalate to needing mediation from the board of directors or others in the community. I find that non violent communication techniques with some familiarity in conflict resolution is key to being able to work through these issues. I have taken courses on non-violent communication, conflict mediation and facilitation. Having a working knowledge of these techniques helps to improve listening skills and empathy for those with differing opinions.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not think I have any conflicts of interest with this board.

5. What are the main environmental issues facing Boulder in the next five years? How could the Board work with City Council to prioritize and address them? *

Some of the key environmental issues are

1. Municipalization of our electric utility.

We need to make sure that if we are to go forward with municipalization that we are doing it correctly, carefully and with the intention and goals of the community. I would think that much of this work would need to go to consultants and utility professionals. I would see the EABs role as reviewing this work and making decisions with the direction that the city chooses to move.

2. Auto -centric transportation.

Boulder has come a long way and we still have a long way to go in terms of pedestrian and cyclist advocacy. If we are going to lower our carbon footprint to a reasonable level we absolutely need to build infrastructure that encourages and invites people to walk and bike.

3. Home and business energy consumption.

Boulder should be encouraging home and businesses to lower their energy usage. This could

be connected to the municipalization efforts. Often, demand side management and energy efficiency provide electricity price stability and can even lower electricity prices.

4. Zero waste goals.

We should have the infrastructure to process our own recycling and compost. We need to take our zero waste goals seriously and make sure that we are meeting our goals around waste diversion.

6. Select one of the City of Boulder environmental initiatives and make a recommendation for improvement. *

Auto-centric transportation(City Transportation Master Plan)

I would love to connect William's Village to the creek path to give students a safe, environmentally-friendly way to transport themselves to the campus and downtown Boulder. That, coupled with a walking and biking only path on 13th connecting the creek path to downtown Boulder could activate the farmers market area, even on days without the farmers market. So far, the areas that we have dedicated to facilitate heavy pedestrian and cycle transportation, such as Pearl st. and the creek path, have proven successful. There is no reason to believe that modest expansion of the walking and cycling areas would not also be successful.

7. How should the department of Community Planning and Sustainability increase the city's effectiveness in achieving its sustainability goals? *

One of the most important factors that the city needs to address is better quantification of our progress towards our goals. As far as I can tell, this is an area where the city is lacking. We often make ambitious goals around climate or waste diversion but the extent to which we are performing is not always clear.

The other key element is broader community inclusion. Public engagement can be difficult but if we don't have the support of the broader community it will be difficult to achieve goals that require community participation and buy in.

8. Energy has become one of Boulder's top priorities. What ideas do you have for providing more clean, affordable and reliable energy to the city? What role should the EAB play in the decision-making process about the city's energy future? *

Reliability in energy could come from, in part, additional renewable resources. Although there are additional up front capitol costs associated with new production infrastructure, there is also a benefit in stability of energy prices. The value of this stability can be difficult to quantify in a monetary sense but I think it aligns well with our community values. Another element worth addressing is what happens on the other side of the meter. We should increase our involvement on the consumer side to reduce the load that the city has to accommodate. Energy efficiency is often cheaper than additional capacity and the city should take measures to ensure that we are not missing out on this opportunity. After all, a kWh saved is a kWh earned.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2015

Date

02/10/15

The Environmental Advisory Board (EAB) consists of five members appointed by City Council, each to a five-year term. The Board advises City Council and staff on issues including solid waste disposal, recycling, pollution prevention, energy, green building, integrated pest management and air quality. The Board provides advice to other city boards and City Council concerning the effects on the physical environment of any proposed master plan or revision.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Nikki

Last Name *

Hodgson

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Best phone number where you can be reached

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Mobile Phone (?)

Work Phone (?)

510-326-6035

303-327-3516

E-mail Address *

nhodgson@outdoorindustry.org

Occupation

Corporate Responsibility Coordinator

Place of Employment/Retired

Outdoor Industry Association

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

Two years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a Bachelor of Arts in both English and German from Humboldt State University as well as a Master of Arts in International Environmental Policy from the Monterey Institute of International Studies. I have certificates in Conservation Leadership from the Monterey Institute of International Studies and environmental mediation and dispute resolution from Concur. I have also attended professional facilitation courses at the Mountain States Employer Council in Denver and completed an Outward Bound Leadership Semester in Alaska.

I am including information from my resume below, which highlights some of my relevant professional experience. For a complete listing of my professional experiences, I'm including the link to my LinkedIn profile: https://www.linkedin.com/profile/view?id=49653484&trk=spm_pic

Outdoor Industry Association, Corporate Responsibility Department, Coordinator (current)
For ten years the outdoor industry has been working as a collaborative group to develop tools and resources to better manage global supply chains. This group, the Sustainability Working Group, works on everything from chemicals management and materials traceability to social responsibility and product indexing. I help to manage this group and facilitate the development of tools and resources that enable companies to better manage their supply chains. I focus on chemicals management, materials traceability, social responsibility, and product indexing within the outdoor industry.

Global Campaign for Climate Action, Adopt a Negotiator Tracker
My role was to track US negotiators at the UNFCCC COP18 and report on the negotiation proceedings to reach a global climate agreement. Spending two weeks in Doha tracking the U.S. delegation had a profound impact on my view of domestic and international climate legislation and strengthened my belief that local government and business have an enormously important role to play in driving climate mitigation and adaptation.

International Institute for Sustainable Development, Research Assistant
IISD's vision is better living for all - sustainably; its mission is to champion innovation, enabling societies to live sustainably. IISD uses internet communications, global partnerships, capacity building and rigorous research to bridge the gap between knowledge and action and to advance sustainable development. As a research assistant in the Environment, Conflict, and Peacebuilding Program, I edited various reports and memos on topics related to natural resource conflict resolution, provided logistical support for conferences and UNEP proceedings, and drafted a report on climate change adaptation policy in the West Bank and Gaza

Friends of the Earth Middle East, Research Assistant
Friends of the Earth Middle East (FoEME) is a unique organization that brings together Jordanian, Palestinian, and Israeli environmentalists. In my role as a research assistant, my responsibilities included: Providing support for the Good Water Neighbors Project, partnering Israeli, Jordanian, and Palestinian communities together to manage water resources; Helping to organize an event for the 350 International Day of Climate Action; Providing support for Community GSI project which brings Palestinian, Israeli, and Jordanian youth together to learn about managing water pollution; Developing a climate change resource guide for West Bank and Gaza; Providing research support for Jordan River Rehabilitation Project.

Concur, Intern
CONCUR specializes in analyzing and resolving complex disputes involving natural resources and infrastructure, and the communities and enterprises that depend upon them. As an intern, I assisted principal and project associates with preparation of agendas, conflict assessments, technical briefing papers, and other materials used at mediation sessions and facilitated dialogues. I also assisted in the compilation and synthesis of results of mediated and facilitated dialogues and had the opportunity to observe several high stakes negotiations on

complex natural resource issues, such as the designation of Marine Protected Areas off the coast of California and improved air quality in Oakland.

City of Monterey, Solid Waste and Recycling Division, Recycling Technician
Hired by the City of Monterey as part of a Department of Conservation grant to set up the infrastructure necessary to comply with California state recycling mandates, I canvassed Monterey to increase awareness of recycling programs available for city residents, set up recycling infrastructure for special events at fairgrounds and other areas with high tourism traffic, and assisted local businesses with waste reduction and recycling programs.

Sustainability Graduate Assistant, Monterey Institute of International Studies
I performed audits, created baselines, and recommended policies to help the Institute move toward more sustainable practices. Focused primarily on recycling and waste minimization.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I haven't had any direct experiences with this Board, but having worked for the City of Monterey as a recycling technician and having been engaged in local government in California and in the Middle East, I have a strong desire to be engaged with the City of Boulder and to contribute to the community I love. I have been following the City's energy policies and have a particular interest in the Climate Action Plan that was developed. I've found Boulder's environmental policies to be proactive and I would like to help support the City in its efforts to continue to identify and implement innovative and effective environmental policies.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Though my background and professional experience is in environmental science and policy, my work has always involved facilitation and mediation. I've worked for an environmental mediation firm in Berkeley, helping to facilitate high stakes negotiations around the designation of Marine Protected Areas off the coast of California and improved air quality around the Port of Oakland. I've also worked as a research assistant on climate policy and adaptation for Friends of the Earth Middle East in the West Bank. FoEME has offices in Israel, Jordan, and the West Bank and works on convening local scientists, educators, and governments to address pressing environmental issues in the absence of an international political agreement. In my current position I facilitate an industry Sustainability Working Group, convening hundreds of outdoor industry companies to collaborate on developing supply chain management tools.

Generally speaking, I have found that establishing ground rules around communication and dispute resolution and selecting a facilitator or lead to keep the conversation on track are simple, but highly effective methods of mitigating conflict. In terms of a specific example (and forgive me, but due to confidentiality issues, I have to be vague on the details), the industry working group I help to facilitate decided the industry needed to establish a standard around the sourcing of a specific material. Two companies had already developed their own individual standards that addressed issues specific to their own supply chains and, while not opposed to the development of an industry standard, they had strong concerns that a universal standard would result in a "one size fits none" policy approach. Tasked with creating a harmonized approach that we could scale across the industry, we faced objections and concerns from two major parties. Our approach was to first discuss specific concerns offline with the two parties. Once they felt heard and were assured that we were taking their concerns very seriously, we were able to move forward with establishing a smaller task force of key stakeholders to look at how best to use existing standards to achieve the overall goal of better sourcing practices across the outdoor industry. We had to take a step back, but by reframing the conversation to focus on the overall objective (better sourcing practices scaled across the industry), we were able to move forward in looking at a harmonized approach in a collaborative manner. This process is still ongoing, but it is no longer a contentious debate and has since been reframed as a productive and collaborative conversation, where all parties feel free to express their concerns in a way that supports the overall goal instead of undermining it.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Not necessarily a conflict of interest, but I think there is probably some bias inherent in the fact

that I work for Outdoor Industry Association and professionally represent the business interests of outdoor industry companies throughout North America. There is always the possibility that my involvement in this industry may influence my opinion in terms of policy recommendation (particularly when it comes to public lands and recreation policy). In terms of how Board members should handle potential or perceived conflicts of interest, my experience has always been that transparency works best. I would want all Board members to be aware of my professional and personal affiliations (in terms of organizations I may support or volunteer for such as Community Cycles, Protect Our Winters, Boulder Green Drinks, Snowriders, etc) and would also want my employer and volunteer organizations to be aware of any involvement I have with this Board. My motive in wanting to join this Board is to put my environmental policy and mediation background to good use in supporting the community I live and work in. I would look to my fellow Board members to help support this motive and ensure that any personal bias or potential conflicts of interest I may have do not impede my ability to make recommendations that are in the best interest of Boulder, its businesses, community organizations, public lands, and residents.

5. What are the main environmental issues facing Boulder in the next five years? How could the Board work with City Council to prioritize and address them? *

Climate change

I admit I have a little bit of bias here given that my background is specifically in climate science and policy. That said, I have been engaged with the Weathering Change group, where (I'll use their words), "More than 100 leaders from across Colorado's diverse business sectors met in Denver recently to talk about how changing weather patterns and climate trends are already beginning to affect their enterprises, and what the state should be doing now to protect its economy in the face of these challenges." The three major concerns/recommendations we identified in that group were:

- 1) Prolonged drought and extreme weather are already causing significant disruption, and a new degree of risk and uncertainty for Colorado businesses.
- 2) State and local officials need to work closely with the private sector to make Colorado industries more resilient; politicians have been too slow to act.
- 3) Businesses optimistic about solutions, want practicality over partnership.

With the increasing frequency of natural disasters like floods and wildfires, record breaking temperatures, and decreasing snowpack and a lack of action at the federal level, it falls on local government to help communities mitigate and adapt to these changing extremes. The Board's role is to help bridge the gap between science and policy and support policymakers in their efforts to protect and empower communities. Working with outdoor industry and snowsports companies, I feel strongly that I can help provide insight and advice to City Council with a perspective that blends policy, science, and business. On a personal level, having been in Boulder for the 2013 flood, I have a strong personal desire to see that we are doing everything in our power to ensure that our community doesn't have to face disasters like that on a regular basis.

Energy

Boulder is forging an innovative path in regards to energy, but balancing the vision that voters have communicated with the practical considerations of needing to provide clean, reliable, and low-cost energy is not an easy path. As our energy needs evolve as a community and as more research is made available about the costs and benefits associated with different renewable energy sources, it will be very important to have a Board in place that can help the City navigate an energy portfolio that reflects Boulder's high environmental values while still servicing its practical economic and residential needs.

Community Engagement

I read an article in the Wall Street Journal a number of years ago that outlined one of the challenges Boulder faces in meeting community expectations around environmental responsibility is the community itself. The Catch-22 of sustainability. We want environmental responsibility, but we're not prepared to make dramatic lifestyle changes. This is something we face as well with outdoor industry consumers. They have high expectations around environmental and social responsibility, but their purchasing decisions don't always line-up with those expressed values. I understand this completely. As someone who is completely immersed in chemicals management or the use of recycled materials or energy efficiency in manufacturing, I often find myself overwhelmed with details and I work on this 40+ hours a

week. I can understand that consumers and voters want to express their values and then put the burden of research and detail on a business or government or board that they trust. In this respect, I think the Board can help support the City by helping to simplify some of the complexities around the details of environmental science and policy. I wish I had a clearer answer to how to better address community engagement, but it's been a tough nut to crack in every sector I've worked in (from NGO to local government to private).

6. Select one of the City of Boulder environmental initiatives and make a recommendation for improvement. *

I have been very impressed with the City's Climate Action Plan and the seriousness with which the City and its officials have approached this issue. My one concern is around climate adaptation. I have read the Guiding Principles around Climate Adaptation Planning and while I find those principles to be thorough and reflective of the need to continuously evolve and evaluate adaptation policies, given the enormous outlays of investment necessary for effective climate adaptation, it is an incredibly difficult hurdle and very few communities are adequately prepared (though Copenhagen seems to be racking up the climate adaptation accolades).

While working for Friends of the Earth Middle East and the Institute for Sustainable Development, my focus was on researching climate change risks and providing policy recommendations around adaptation in conflict zones. However, I believe the some of the lessons learned in that situation apply. The biggest takeaway from that experience was the need for improved warning and response systems, the importance of community collaboration, and having funding systems in place for both proactive adaptation and emergency relief.

In terms of policy focus, my recommendation would be around policies that a) improve warning and response systems for natural disasters or abnormal events; b) encourage communities to rebuild to stronger standards following natural disasters; c) identify changes to be made to existing land- and water-related policies to strengthen the climate resilience of our community (including ecosystems, watersheds, business, and residential); and d) establish and foster a platform for collaboration and communication throughout Boulder and across Colorado communities.

In regards to the platform for collaboration and communication, I feel this is an obvious, but important consideration given the number of stakeholders that are necessary to involve in a successful climate action plan. In my current role, we are currently exploring how better to support both mitigation and adaptation as well as inspire climate legislation. Climate mitigation is a huge concern for outdoor industry and snowsports companies because of its impact on recreation. In addition to being members of BICEP (Business for Innovative Climate Energy and Policy), we have been engaged in collaborative discussions with ski resorts and outdoor industry companies throughout Colorado and throughout the United States to explore how we can engage with governments at the local and federal level as well as the communities we operate in to ensure that we are supporting policies that encourage climate action and support adaptation as well as mitigation.

7. How should the department of Community Planning and Sustainability increase the city's effectiveness in achieving its sustainability goals? *

The Department of Community Planning and Sustainability helps integrate the City's sustainability vision and goals into all aspects of operations. The Economic Vitality component of the Department of Community Planning and Sustainability, for example, helps to ensure that we are balancing environmental and sustainability values with the practical considerations of business and finding solutions and opportunities that help to better align the two. Though I work for a trade association that represents companies across North America, we are based in Boulder for a very good reason. This is the unofficial hub of the outdoor industry. The values that Boulder embraces are the same values that our industry embraces. When we talk about sustainability within our industry, we talk about some of the values that are associated with it, but we also talk about the practical considerations (risk mitigation, quality assurance, product innovation, efficiency).

While there is enormous room for improvement, the outdoor industry (much like Boulder, I believe) has taken on the challenge to prove that integrating environmental and social responsibility into every aspect of operations is not an add-on; it's the foundation of smart business (and smart cities). It's an enormous responsibility to help ensure that all of the City's sustainability goals are in line with economic vitality, urban planning, and resilience. The City

has a commitment to develop policies that are in line with values that voters have communicated and the Department of Community Planning and Sustainability helps implement those policies while acting as an important conduit between the City and the community it serves.

8. Energy has become one of Boulder's top priorities. What ideas do you have for providing more clean, affordable and reliable energy to the city? What role should the EAB play in the decision-making process about the city's energy future? *

Over the past few years, voters have made it clear that they would like the City of Boulder to explore options for clean (but reliable and low-cost) energy. This speaks to a larger challenge that environmental policy makers and sustainability professionals face. In working with businesses on managing our supply chain practices within the outdoor industry, we hear generally from consumers that they support better business practices, but they don't want to be engaged in the details. They want a quality product at a good price-point and they want to trust that the businesses and governments involved are making ethical, responsible, and environmentally sound decisions. Our job is to do the legwork to ensure that we are moving our industry forward in an efficient manner while answering to consumer expectations and values.

I believe the City has a similar role in balancing environmental best practices with voter expectations and current political realities. The EAB should support the City in bringing the knowledge and research background (while still being aware of political realities and feasibility) that better enables the City to make responsible, proactive, and efficient policy decisions.

The City has stated in its energy goals that energy options will be evaluated based on the community's vision and values. The EAB can help suggest energy solutions (and environmental policies) that bridge the gap (because there is often a gap) between those values and our current reality. Energy policy solutions often remind me of what we face in the outdoor industry when consumers want quality, innovative, cost-effective products, but don't always understand the nuances or complexity of the global supply chain. Boulder residents want clean energy, but most of us are not prepared to make any major upheavals to our current lifestyle. So as the City and as the EAB, we have a vision of where our community wants to be, but we need to balance that with the practical considerations of where we are currently. Voters have communicated their values to the City and that's a great vision, but we're not going to get there overnight. Because of this I feel that the mixed portfolio of a local municipality and a partnership with Xcel Energy is a solid option for the time being. I have a background in environmental science and policy and a long history of community engagement and mediation. My objective is always to find that balance between lessening environmental impact and operating within political and economic constraints. I support the current path that the City is on, but would like to continue researching and evaluating a renewable energy portfolio that will get us even more efficiently toward the vision that voters have communicated. In the interest of full transparency, I will say that I have strong objections to fracking due to concerns around environmental and human health.

**Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019**

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ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2015

Date

02/10/15

The Environmental Advisory Board (EAB) consists of five members appointed by City Council, each to a five-year term. The Board advises City Council and staff on issues including solid waste disposal, recycling, pollution prevention, energy, green building, integrated pest management and air quality. The Board provides advice to other city boards and City Council concerning the effects on the physical environment of any proposed master plan or revision.

Staff Liaison: Brett KenCairn (303)441-3272

Meetings are usually held the second Wednesday of the month.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Pankaj

Last Name *

Sharma

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

Boulder

Country

Best phone number where you can be reached

Home Phone (?)

303-786-1670

Mobile Phone (?)

352-346-3424

Work Phone (?)

E-mail Address *

kaushika.pankaj@gmail.com

Occupation

Research Scholar, University of Colorado at Boulder

Place of Employment/Retired

University of Colorado at Boulder

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

More than 1 year

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am a Research Scholar with University of Colorado at Boulder undertaking Research on Economic Impact of Climate Change. I have a long experience in domain of environmental and sustainability issues at a global level and my work has been widely cited across the global academic and media forums. I also have a long experience working in public policy and stakeholders advocacy domain and is presently part of the Energy Services Group of the Boulder City Council.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I don't have a direct experience of interacting with Board however , I feel that EAB has done a great job in maintaining sustainability initiatives in Boulder and has an important role to play in future. I want to dedicate my skills and knowledge to the city and play a part in this.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I have been part of multiple teams and have a long experience working in the team environment. The best methodology to resolve conflicts is through progressive and positive communication. A common consensus which increments and appreciates conflicting viewpoints and inclusion of the same is indeed the key to any successful conflict resolution

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't have conflicts of interests on the potential areas of functioning of the board

5. What are the main environmental issues facing Boulder in the next five years? How could the Board work with City Council to prioritize and address them? *

The main environmental issues that I foresee for the city of Boulder is balancing the economic vitality and sustainability balance of the city. Newer challenges and opportunities are expected as Boulder moves towards a self reliant supply model for energy (either through Municipalisation and otherwise), the energy dynamics, demand for space due to commercial activities, issues of waste management, urban planning, newer demand areas and population growth.

The Board can play an important role in advising the council on multiple fronts including the energy demand and supply models, playing an active role in issues of waste management, ensuring the urban and economic sustainability aspects and above all prioritizing and setting a road map for all the deliverable and functions mentioned above.

6. Select one of the City of Boulder environmental initiatives and make a recommendation for improvement. *

One of the main environmental initiatives that I foresee lies in the energy domain. Boulder has a wide untapped potential to change its energy demand and supply mix. While a lot has been happening on it yet the there exists a wide gap between the various stakeholders leading to silos in the context. I would detail the demand and supply patterns particularly from real time usage and pricing aspect and provision the same .

For example solar holds a large potential for educational and administrative buildings segment however it has still not reached its potential in these areas . Similarly newer demand areas like commercial Marijuana plantation(which consumes approx 3 % of CO energy and 1% of National Energy) or electric cars has a huge renewable option which needs to be tapped.

Though the question only asks one but I feel a lot needs to be done on solid waste domain which is bound to increase with economic growth, specifically in domain of non biodegradable waste.

7. How should the department of Community Planning and Sustainability increase the city's effectiveness in achieving its sustainability goals? *

The Department has to align itself with current future demands and then identify the issues. What is needed is a project and program based approach which needs to be implemented in a phase manner.

Sustainability has to be aligned with economic and short term and long term goals to be effective and vital.

8. Energy has become one of Boulder's top priorities. What ideas do you have for providing more clean, affordable and reliable energy to the city? What role should the EAB play in the decision-making process about the city's energy future? *

I completely agree with this top priority. I have detailed my ideas in Question 5. EAB has an important role to play in this as there is a close correlation between Energy and Environment. The energy policy indeed will play an important role in the overall environmental landscape of Boulder and how the city shapes up.

Questions Regarding Applications:
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cityclerkstaff@bouldercolorado.gov
303-441-3019

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ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2015

Date

02/09/15

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Staff Liaison: Brett KenCairn (303)441-3272

Meetings are usually held the second Wednesday of the month.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Thomas

Last Name *

Wells

Home Address (Not available to the public unless you are appointed.)*

Street Address

Unit 10

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-496-5465

E-mail Address *

thomascwells@gmail.com

Occupation

Energy Engineer

Place of Employment/Retired

Navigant Consulting

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

2 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a BS in Engineering Physics and an MS in Electrical Engineering (emphasis in feedback and systems modeling) from the Colorado School of Mines. During my studies, I focused on applications to renewable energy and sustainability. I spent a summer in Germany studying sustainable energy supply at TU Bergakademie Freiberg, and interning with PV design and installation company SunStrom GmbH.

In unexpected compliment to my environmentally focused academic background, I have three years of experience with BP as an oil field operations engineer in Prudhoe Bay, Alaska. There I learned a great deal about the oil and gas industry, project management, cost-benefit analysis, budgets, risk management, environmental regulations, and associated topics.

I have slow, solo-traveled in 22 countries and three continents, and thus bring to the table a first-hand appreciation of global environmental issues and diverse solutions sets.

More locally relevant, I volunteered for three months in 2013 alongside city staff in the Energy Future office. I have great appreciation for the work they and other city staff are doing in support of our environmental goals. I would venture that I have better than average familiarity with and knowledge of their complexities; however, I still have much to learn.

I left my informal volunteer position with the Energy Future team to spend the three months co-leading the Boulder Flood Relief volunteer group, and eventually serving as volunteer Executive Director. I am intimately aware of the floods impact on our environment and community and have spent many hours discussing resiliency with members for the community and other volunteer organizations. I am now working on community resiliency equity in another sense by participating on the "Strengthen our Commitments" housing working group.

Lastly, I currently work Navigant Consulting (formerly Summit Blue) which means my day-job is to help utilities better understand, measure, and implement energy efficiency, smart grid technologies, and renewable energy. Regardless of the future of Boulder's local electric utility, it takes little imagination to see how what I do professionally could be used to help our community achieve its environmental and sustainability goals.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

As mentioned in #1, I worked alongside the Energy Future staff for several months. I was impressed with their work, professionalism, and rigor in the face of much heated public discussion (I attended some of the past-midnight council sessions). By working with them, I saw that, in a place like Boulder, public opinion and feedback really do matter and that lofty ideas can lead to real change within our community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

During my time with Boulder Flood Relief we had a great deal of internal disagreement and conflict, as would be expected of any grassroots organization forming out of necessity in the wake of a disaster. We were able to effectively and respectfully resolve our conflicts through open communication and discussion. We developed mechanisms for raising issues internally as needed and for providing independent facilitators at meetings when necessary. I have found that almost all disagreements can be attributed to miscommunication or misunderstanding, and the ones that can't are usually a result of fundamental differences of opinion or belief. Once those fundamental impasses are identified and acknowledged, the work can begin on developing a mutually agreeable solution.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As I work for a company that provides consulting services to the utility and energy efficiency

industries, there is a slight chance that some decisions made by the EAB could directly or indirectly benefit my employer. If one of those situations were to arise, I would ask to be recused from that decision.

5. What are the main environmental issues facing Boulder in the next five years? How could the Board work with City Council to prioritize and address them? *

I think that main environmental issues Boulder will need to tackle in the next five years will be related to water scarcity, energy supply changes, infrastructure stresses, densification, and changing transportation systems. I think the Board should work with City Council to identify the risks and opportunities, understand community goals, take stock of available options, and then through some sort of quantitative or qualitative cost-benefit analysis decide which ones should be prioritized to the top.

6. Select one of the City of Boulder environmental initiatives and make a recommendation for improvement. *

A program like SmartRegs which applied to all housing stock rather than only rentals could do a lot to help us achieve our GHG emission goals. Understandably, such a program would be politically and technically more difficult to implement, but if we are able to impact the other 50% of our housing stock, we could achieve twice the savings - possibly more assuming that owner-occupied buildings generally have higher energy intensity than rental units.

7. How should the department of Community Planning and Sustainability increase the city's effectiveness in achieving its sustainability goals? *

I would like to echo the EAB suggestion in their 2014-12-30 memo to integrate and better document City environmental and sustainability plans. I think the need for integrated, quantitative modeling is clear and would be an important first step in integrating those plans. We are dealing with a complex system and there needs to be a basis by which to evaluate different courses of action. The dynamics of such a complex system are very hard to understand by intuition alone. Some form of modeling would be a great motivation to quantify community goals and expected outcomes from options. I know that quantitative goals currently exist for individual programs, but the interaction, and net result of those programs seems to be poorly understood.

8. Energy has become one of Boulder's top priorities. What ideas do you have for providing more clean, affordable and reliable energy to the city? What role should the EAB play in the decision-making process about the city's energy future? *

I think Boulder should pursue energy revenue decoupling in both it's electric and gas utilities (regardless of the outcome of the local electric utility effort). Once utility revenue is decoupled from energy sales and instead correlated to quality of service or other metrics, the door will be open for much more innovation in the realm of clean and affordable energy. Efficiency programs will actually be of benefit to utilities.

I think EAB should play a large role in decision making regarding energy future within the city. Energy production and consumption have by far the largest impacts on our environment. It is impossible to separate environmental decisions from energy-related decisions. In the absence of a separate board focused exclusively on energy related issues, I think the EAB would need to have a strong voice in energy decisions. And if a separate energy board were to exist, it would need to be in close communication and coordination with the existing EAB.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Boulder City Council

2015 Boards and Commissions Appointment Guide

Housing Authority

Council Action Requested:

Ratify a Mayoral appointment (resident) to a five year term through March 2020..

Current Members:

2019 Mark Ruzzin
 2018 Andrew Shoemaker
 2017 Richard Harris
 2017 Tom Hagerty
 2017 Karen Klerman
 2016 Nikki McCord
 2016 Angela McCormick
 2015 Robin Chavez
 2015 Valerie Mitchell

Occupation:

Senior Policy Analyst
 NIST retired Physicist and Division Chief
 Retire
 Commercial Real Estate Bank at US Bank
 Business Consultant
 Builder/Consultant/Realtor
 self employed gardener

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Housing Authority Applicants

Daniel Hassan
Boulder, CO 80304
Occupation: Boulder Capital - Managing Partner

Mary Mesch
Boulder, CO 80304
Occupation: Self-Employed Mediator

Tony Smith
Boulder, CO 80304
Occupation: Licensed General Contractor, Building Contr

Valerie Soraci
Boulder, CO 80304
Occupation: Dragonfly Gardens - Landscape Design

BOULDER HOUSING AUTHORITY



Annual Application - 2015

Date

01/10/15

The Boulder Housing Authority consists of nine members, one of whom is a City Council Member and one of whom is elected by residents directly assisted by HUD. All members are appointed by the Mayor and serve for five years. The Authority was established by Colorado State Statute. The Authority develops, acquires, subsidizes and manages affordable housing units for families and elderly persons and provides resident support services.

Liaison: Betsey Martens (720)564-4610

Meetings are usually held the second Monday of the month at 2:30 PM at Boulder Housing Partners office.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Daniel

Last Name *

Hassan

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-408-6673

E-mail Address *

dannyhassan@gmail.com

Occupation

Managing Partner

Place of Employment/Retired

Boulder Capital

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

10 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have 13 years of financial experience as both a financial analyst and a portfolio manager. I have a MBA from Columbia University. I am currently Vice Chairman and on the Executive Committee for Bridge House here in Boulder. I am also on the Boulder County Community Foundation's Investment Committee, which oversees and monitors their pool of capital.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have not interacted with this Board but have experience in dealing with matters related to affordable housing in Boulder. Bridge House recently purchased a property on Table Mesa, which we are turning into a 48 bed affordable housing facility as a part of our Ready To Work program. Specifically I was responsible for soliciting and negotiating a bank loan for both the building and the buildout. I am also a part of the construction and design committee whose responsibilities include choosing and overseeing our contractors and contracts.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I believe you can always find common ground and then build from there. For example, when Bridge House was exploring the purchase of our new building (discussed above) the cost was overwhelming to many on our Board. The starting point for our discussion was "we can't do this - it costs way too much." But from there we built consensus. How? We started coming up with financial scenarios that included revenue generation, donations, bank loans and state, federal and local governments. We spent hours with doubters showing them that we could do it. In sum (and without going too deep into details you may not want), the specific actions we took were listening to their concerns and following up with extensive education about our options. In the end the vote was unanimous.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't believe I have any.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

I have been working with low income folks for many years (in NYC before Boulder). I've seen first hand how people can go from low income, to homeless, then back to low income and then permanently keep themselves above the poverty line. There are a few constants among that group, of which housing and a job are the most important in my opinion. I STRONGLY believe that affordable housing is a key ingredient for both the recipient and the community - it's truly a "win win". But it's clear that Boulder needs a lot more of it. This is what BHP's mission statement means to me.

Specifically there are a few things I would like to accomplish during my term should I be named to the Board. In my experience Boulder needs to come up with more ways to create affordable housing that are perhaps nontraditional. For example, would a 48 bed facility, or communal housing such as the one we at Bridge House are building, be one way to expand our options? Perhaps developers aren't being penalized enough when they decide to forego affordable housing in new multifamily construction (I'm not expressing an opinion but asking the question)?

A second goal would be more community outreach. We spent a LOT of time doing community outreach on the building Bridge House just bought and in the end we didn't have a single negative opinion of what we were doing. These interest groups included Martin Acres, an elementary school, and local businesses right across the street. I believe this community is extraordinarily giving and considerate. Perhaps this is too pie-in-the-sky but I feel that if our community had more education on the costs/benefits of affordable housing they would be much more supportive of the initiatives (not that they aren't supportive now, but there is quite

bit of debate on this issue).

In sum, "create the opportunity for change in people's lives" is really why I'm so passionate about this. And again, to me "people" means both the recipient and the community.

6. Given the demand for affordable housing in the City of Boulder, who do you think are the most under-served housing populations in Boulder and what is the most pressing part of Boulder's affordability challenge and why? *

There are roughly 700 homeless individuals in this city and a shelter with only a fraction of the beds to hold them. I have worked with EFAA and there are numerous families without so much as a place to live, let alone one that allows them to easily look for a job in Boulder. In my opinion those are the two most underserved segments in Boulder because I simply can't imagine how hard it must be for someone who finally secures a job but has to continue living on the streets. The two need to go hand in hand.

The most pressing part of Boulder's affordability challenge is space. There isn't enough of it. Even your waitlist is currently closed. This is why, as discussed above, one of my goals would be to focus on nontraditional ways to provide affordable housing in this community.

7. In your opinion, what do you think BHP does best, and what could they do better in their affordable housing efforts? *

"by 2020 Boulder will have no homeowner units affordable to households with income under \$100,000 annually."

I look at that statement and my jaw drops. In 6 years a person making under 100k who comes to Boulder cannot even afford to live here?! What needs to happen to change the current course we are on? In my opinion it's more community outreach (especially within our own local government), more nontraditional ways of thinking about housing (as discussed above), and an urgency to get one's hands dirty and change some of the land use and planning regulations that are restricting the ability to expand affordable housing options. I don't have particular insight into how well or not well the Board are doing the job of changing this course. I have a very positive impression of the job they're doing but when you ask "what could they do better?" this is where I would focus.

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

I have a MBA and 13 years of financial experience. This includes financial planning, modeling, income statement and balance sheet analysis and many kinds of "complex" transactions you're asking about. I was directly responsible for securing a \$1.5m bank loan on the property Bridge House recently purchased (which we subsequently didn't need) and personally negotiated the LOI. For the past four years I have overseen an \$800k budget as Treasurer of the BlueSky condo association. I also serve on the Investment Committee for the Community Foundation as well as the Finance Subcommittee for Bridge House, where we oversee our overall ~\$1.5m annual budget as well as programming budgets.

9. Have you read BHP's conflict of interest policy and can you affirm that you can comply with the provisions? *

Though I don't believe I have any conflicts of interest I have not read the policy because I can't find it. It's not on their web site (though I'm no Bill Gates so it may be there, I just can't find it).

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BOULDER HOUSING AUTHORITY



Annual Application - 2015

Date

01/19/15

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Liaison: Betsey Martens (720)564-4610

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First Name *

Mary

Last Name *

Mesch

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

United States

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-244-8452

E-mail Address *

mmesch@ionsky.com

Occupation

Self-employed mediator

Place of Employment/Retired

home office

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

4+ years, plus 18 years outside city limits

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Education: BA economics UC Davis, MBA Berkeley

Specialized training: mediation & alternative dispute resolution, facilitation training, negotiation courses

Professional: marketing executive with start ups to Fortune 500 companies, small business owner, professional mediator with theMAC

Housing: mediation of about 70 eviction and landlord/tenant disputes

Senior care: paid volunteer providing services to seniors that allow them to remain in their homes

Board service: Sunshine Fire Protection District

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I've volunteered as a court mediator on about 70 eviction and landlord/tenant cases, some of which involved affordable housing authorities. This has exposed me to the very difficult issues that the parties face and a determination to help. Unfortunately, most of these cases result in the tenant having to vacate premises, but what I strive for is to help the tenant feel some level of control and dignity. Housing, and its impacts on families, is so elemental that I can't think of a more worthwhile endeavor than to help provide it.

On a personal note, I lost my home in the Four Mile Fire and decided to move into the City of Boulder at that time. Recently widowed, I was suddenly a single unemployed parent looking for housing. I was successful in finding a home in Boulder within my budget, but it was very challenging and has made me more aware of the low inventory of affordable housing for most household budgets.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a professional mediator and facilitator, I work to resolve conflict between parties and would like to answer this in a general way. When I mediate, the first step is to have each party state his/her issues. It's surprising how often the other disputants are unaware of another's perspective and often basic facts. At this stage, I allow the parties to express their emotions in an appropriate way. Without this, they can't move forward into problem solving. The next step is to elicit possible solutions and then help the parties determine the best solution.

Throughout the process, I take care to provide a constructive framework, keep the direction focused, and ensure a balance of power among the parties. Specific techniques include: paraphrasing, mirroring, caucusing, use of hypotheticals, playing devil's advocate, reality checking, body language/non-verbal cues

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

It's possible that I could be asked to mediate a dispute that involved the Boulder Housing Authority. If I were on the board, I would decline these cases or ask direction from the Board in an unclear or tangential situation. In cases where the Board is unsure if a conflict exists, the city's Conflict of Interest policy recommends review by the City Counsel.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

BHP's mission statement means to me that it is creating community not just housing. The first and most prominent step may be to provide shelter, but there is also a need to follow up with educational and employment opportunities for the residents, all of which lead to a healthier community.

Given our aging population, I would like to help expand services that allow seniors to afford to stay in their homes. Currently, I'm providing 10 hours of senior assistance per week as a small individual contribution to this goal. I would like to be part of a larger, more programmatic effort

such as BHP provides.

During a term, I would want to seek new ways to reduce building costs against well-specified targets.

As a professional mediator/facilitator, I would hope to contribute toward improved community and neighborhood relations.

6. Given the demand for affordable housing in the City of Boulder, who do you think are the most under-served housing populations in Boulder and what is the most pressing part of Boulder's affordability challenge and why? *

Without visibility into specific statistics, it's difficult for me to assess which housing populations are most under-served. As a board member, I would certainly strive to balance the needs of the most vulnerable populations, such as the elderly and disabled.

I believe the most pressing part of our affordability challenge is rapid expansion of the inventory of affordable housing units. In reviewing BHP's research, there has been a large reduction of Boulder's affordable housing over the past 12 years creating a critical shortage.

7. In your opinion, what do you think BHP does best, and what could they do better in their affordable housing efforts? *

BHP is succeeding in:

- both local and national recognition for effective, innovative, excellent programs
- increasing opportunities and services for residents in addition to housing
- self-regulation status which allows more control and more finely tuned policies
- holistic approach to serving residents and the community, not just bricks and sticks
- successful implementation of partnering philosophy with organizations such as Make a Dream

BHP could improve by:

- expansion of housing & programs, e.g., doing more of what they're already doing well
- seeking ways to reduce building costs

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

My background is in business management and mediation. Although my business experience is not specific to housing, I have general skills in managing budgets, structuring deals, negotiating contracts, managing relationships, and business communication. My mediation and facilitation training is also helpful for situations where there is a need for improved communications and community relations.

9. Have you read BHP's conflict of interest policy and can you affirm that you can comply with the provisions? *

yes

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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BOULDER HOUSING AUTHORITY



Annual Application - 2015

Date

02/12/15

The Boulder Housing Authority consists of nine members, one of whom is a City Council Member and one of whom is elected by residents directly assisted by HUD. All members are appointed by the Mayor and serve for five years. The Authority was established by Colorado State Statute. The Authority develops, acquires, subsidizes and manages affordable housing units for families and elderly persons and provides resident support services.

Liaison: Betsey Martens (720)564-4610

Meetings are usually held the second Monday of the month at 2:30 PM at Boulder Housing Partners office.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

TONY

Last Name *

SMITH

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-444-6185

E-mail Address *

tonysmith101@mac.com

Occupation

LICENSED GENERAL CONTRACTOR

Place of Employment/Retired

BOULDER

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

35 YRS

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I spent 3 yrs in architectural school (before I decided to go into construction) I am a licensed contractor with the City Of Boulder. I have worked on many building projects in this city including tenant finish in stores on the Pearl St Mall, single family home construction and remodels. I have been a project manager for a number of commercial buildings built in this city. Recently I have volunteered for Habitat For Humanity in this city. I own rental property in this city (not in the districts mentioned above) and I am constantly improving those properties. I have a very familiar grasp of construction & development

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have applied for and obtained many building permits

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

listen carefully, make decisions based on logic and reason

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

none that I know of

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

i would like to look closely at the affordable housing issue, the comprehensive plan, as well as other tasks the housing authority is involved in

6. Given the demand for affordable housing in the City of Boulder, who do you think are the most under-served housing populations in Boulder and what is the most pressing part of Boulder's affordability challenge and why? *

What is the profile of the typical candidate like? I have been told there is a surplus of places for purchase, but a shortage of rentals. I would study this whole issue closely, to see where the demand is and the best places to construct affordable housing. I don't think it is necessarily good in all developments

7. In your opinion, what do you think BHP does best, and what could they do better in their affordable housing efforts? *

affordable housing is important but over stated. It is constantly mentioned every time a project comes along.

There seems to be no discretion. Some AH has been built that is wildly successful. Some AH has hurt the look of new neighborhoods under development. I think it needs to be reined in a bit

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

See question # 1

9. Have you read BHP's conflict of interest policy and can you affirm that you can comply with the provisions? *

Yes

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov

303-441-3019
Housing Authority

BOULDER HOUSING AUTHORITY



Annual Application - 2015

Date

02/09/15

The Boulder Housing Authority consists of nine members, one of whom is a City Council Member and one of whom is elected by residents directly assisted by HUD. All members are appointed by the Mayor and serve for five years. The Authority was established by Colorado State Statute. The Authority develops, acquires, subsidizes and manages affordable housing units for families and elderly persons and provides resident support services.

Liaison: Betsey Martens (720)564-4610

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Valerie

Last Name *

Soraci

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-258-6174

Mobile Phone (?)

Work Phone (?)

E-mail Address *

valeriesoraci@gmail.com

Occupation

landscape design

Place of Employment/Retired

Dragonfly Gardens

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

18 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I think my time as a board member for both Boulder Housing Coalition and Boulder Housing Partners has given the most relevant experiences. Both boards work towards the same goal but operate in very different ways based on their financial and social construct and this has offered me many opportunities to work in different capacities with different personalities.

Professionally I offer over a decade's worth of landscaping knowledge.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I do. I've been on the BHP board since 2010. My interest was sparked when I ran for City Council in 2009 wanting to bring a voice to Boulder's renters and service workers.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Recently I was tasked with helping with a misunderstanding between some coop members, I found what helped the most was being an active listener, giving the people involved the space and safety to speak freely. That greatly helped unearth the roots of the disagreement. After discovering the roots we prioritized the needs of both sides and worked towards finding solutions. We didn't spend a lot of time complaining, arguing semantics or repeating issues, instead we focused on what solutions they thought were appropriate and beneficial to the greatest amount of members.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I can't think of any potential conflicts of interest.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

It means a lot to me as I'm a resident of one of their developments. I believe in the mission more than most since it directly effects my daily existence and the lives of my children. Because of that I am invested to the mission of building communities within BHP's developments as it's not just about putting a roof over someone's home, it's about empowering them. When we build community we build a connection of people and experiences that constantly influence each other, this is where we build trust and safety and adopt positive changes for our neighborhoods and city. This is where we can have the greatest impact on a person or family's existence. It's not just about providing the housing stock, it's about providing the first step towards a better life. The most effective way to accomplish that is through a strong and committed community.

One thing I would like to accomplish is continuing my work on BHP's Foundation board, strengthening our partnerships with local agencies that are also working to build community amongst our low income citizens. When we link our specialties together we can offer those in need better services, faster. This is important as many of the clients we serve are children and their growth and development greatly depend on having their basic needs met. (Housing is key, but so is food, medical care, childcare, etc.) I'm inspired by this thinking and know my personal experience with many of these agencies (Efaa, I Have a Dream, LEAP) will help the Foundation board directly during discussions by giving an inside look to how different agencies operate and overlap and where they could be more efficient and effective in meeting the goals of our residents and their communities.

I would like to work with BHP in developing RRCs (Resident Representative Councils) within more sites. Currently the RRC is connected to just those residents that are in public housing sites or hold a Section 8 voucher, but it would benefit all communities to have such councils.

I'd also like to work with BHP and the City to find better solutions to storage needs on

affordable housing sites. It seems one of the top concerns connected to adding future AH developments is how they look outside, (not so good) this is in part due to limited onsite storage. I see room for improvement and would be committed to working towards a better solution for both our residents and our neighborhoods.

6. Given the demand for affordable housing in the City of Boulder, who do you think are the most under-served housing populations in Boulder and what is the most pressing part of Boulder's affordability challenge and why? *

I think the most underserved are the middle class folks who make too much for BHP help and too little to make it on their own. Most of my friends that started off in Boulder moved when they became parents simply because they couldn't find affordable housing, even with good jobs. I know our mission at BHP is to help those most in need, and we do, but where our city is concerned we are failing those middle income families IMO and that effects everyone.

The most pressing point is our lack of space for building affordable housing for the middle class. Via zoning changes and open space borders we offer little hope for a middle income family to build or purchase a decent home at a decent price in Boulder. It's great we have city programs to help people purchase homes, but it isn't a fit for everyone and it still doesn't offer enough stock to cover the demand. We have to come up with better solutions than building subdivisions across Louisville, Lafayette and Longmont to deal with the demand for a middle income housing.

7. In your opinion, what do you think BHP does best, and what could they do better in their affordable housing efforts? *

I think their belief that it isn't just about output but it's also about outcomes helps them do what they do best- help people. They want to know what happens to the people that live in their affordable housing units. They want to know what they can do better to help their clients do better. It isn't just about balancing numbers and units and PUDs, it's about what happened with this summer's literacy program? How many kids learned how to read? How many parents? How many residents participated in their community gardens? What can we do to get more fresh food to our clients? How many people signed up for EcoPasses? How do we encourage more public transportation?

They build beautiful neighborhoods too, winning awards and neighborhood affections with many of their developments.

As with any tenant / landlord situation they can always work on improving communication.

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

Again, I live in one of their units so I bring a very distinct and unique skill in that I have experience as one of their clients. I can see the effect board decisions can have on residents as it effects me as well.

I'm also in the City's working group for Housing Boulder's 'Strengthening Our Current Commitments' and this gives me an opportunity to learn more about current issues facing the city's quest for more affordable housing (zoning, regulations, finances, etc). This helps develop a better, more well rounded understanding of how both effect each other (example-issues with storage on low income sites, both BHP and the city are involved in this issue).

I've participated in numerous CHFA and NAHRO conferences, learning about neighborhood conflict resolution, homelessness, and resident services from our nation's leaders in affordable housing.

9. Have you read BHP's conflict of interest policy and can you affirm that you can comply with the provisions? *

yes

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Boulder City Council

2015 Boards and Commissions Appointment Guide

Human Relations Commission

Council Action Requested:

Appoint a new member to a five year term through March 2020.

Current Members:

2019 Jose Beteta
 2018 Emilia Pollauf
 2017 Shirly Lee White
 2016 Amy J. Zuckerman
 2015 Nikhil Mankekar

Occupation:

Self Employed - Boulder
 Monarch K-8, paraeducator
 consultant
 Corporate Learning Consultant, Harvard Business Publishing
 Entrepreneur

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Human Relations Commission Applicants

Sarah Hutson
Boulder, CO 80301
Occupation: RRC Associates/Research Analyst

Bruce Mason
Boulder, CO 80305
Occupation: Retired-Attorney

Elzbieta Nolan
Boulder, CO 80302
Occupation: Lencora LLC/Consultant

Jaime Roth
Boulder, CO 80302
Occupation: FKA Associates, LLC/Attorney and Mediator

Pankaj Sharma
Boulder, CO 80302
Occupation: CU - Research Scholar



HUMAN RELATIONS COMMISSION

Annual Application - 2015

Date

02/12/15

The Human Relations Commission (HRC) consists of five members appointed by City Council, each to five-year terms. Appointees, as much as possible, represent diverse segments of the City, based upon race, gender, sexual orientation, religion, social and economic background. The Commission offers advice and consultation to the City Council regarding human relations and human services. The HRC is charged with the responsibility of improving community social conditions, helping alleviate social problems, fostering positive relations among all cultural and social segments of Boulder, and assisting in the protection of human rights. The Commission serves as a quasi-judicial board involving discrimination complaints.

Staff Liaison: Carmen Atilano (303)441-3141

Meetings are held the third Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Bruce

Last Name *

Mason

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

402-203-8604

E-mail Address *

b.masonlaw@gmail.com

Occupation

Attorney

Place of Employment/Retired

Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

Since July 2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

As a civil rights attorney for over 44 years I have represented individuals of racial and ethnic minorities, individuals with intellectual disabilities, physical disabilities, psychiatric disabilities (mental illness), women, individuals over 40 years of age, and juveniles in Federal Courts (District and the 8th Circuit Court of Appeals), Nebraska State District Court, Nebraska Court of Appeals and Nebraska Supreme Court, the EEOC, and the Nebraska EEOC in employment, housing, and accommodation discrimination claims under Title VII, Title XI, ADA, ADEA, Fair Housing Act as amended, 42 USC 1981, 1983, and 1985. Additionally, I have represented members of the Lakota Nation of the Pine Ridge Reservation in criminal charges involving Whiteclay alcohol protests, and I have supervised a legal clinic as Litigation Director for Disability Rights Nebraska on the Winnebago Reservation. I have represented undocumented individuals in federal criminal prosecution, and I have served as a board member for Nebraska Legal Aid (Legal Services Corporation in Nebraska). I have taught, lectured, written, and presented on civil rights and constitutional issues at Creighton Law School, University of Nebraska-Omaha, Metro Community College in Omaha, and Continuing Legal Education for Nebraska State Bar Association as Section Chair of the Public Interest Law Section. I have served as counsel for a political subdivision 5 County Board, Eastern Nebraska Human Services Agency (ENHSA), which provides services for individuals with developmental disabilities, mental illness, and the aged in the five counties of Douglas, Sarpy, Cass, Washington, and Sarpy in Eastern Nebraska. I have advised the Human Resource Dept of ENHSA on compliance with the federal and state discrimination laws and regulations. Additionally, I have served as a legal advisor to various nonprofit boards providing advocacy and services to individuals with various disabilities. As Litigation Director for Disability Rights Nebraska I supervised lawyers, paralegals, and support staff in the representation and advocacy of civil and constitutional rights for individuals with disabilities, including systemic reform class actions. Please see my CV, which I have submitted under separate cover as an attachment to an e-mail, for a more extensive view of my qualifications.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Not with this Board. However, my 44+ years of civil rights experience representing individuals who have experienced the stigma of discrimination due to immutable characteristics of birth, race, color, creed, age, national origin, sex, or sexual orientation have instilled in me the importance of integrative full and meaningful inclusion of all in the fabric of our community, recognition of the value of diversity enriching the tapestry of the community, and the fundamental importance of equal opportunity for all. My entire professional and personal life has been anchored and directed by these beliefs, and I have conducted myself according to these core beliefs. I have attempted to educate juries, judges, other lawyers, students, and the general public on the devastating and dehumanizing personal consequences of stereotypes, even those superficially benign. The protection of the civil rights of those deemed disadvantaged or left behind or left out of the community by inadvertence or intention by the majority or the powerful requires constant and unrelenting vigilance and protection, even when unpopular. Our community has made promises of equal opportunity for all. Those promises must be kept. The Commission is an excellent forum to attempt to keep those promises. I would like to participate in that endeavor in my home community of Boulder.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

On a daily basis I have had to resolve conflicts involving employees whom I supervised or between board members on boards, on which I served or acted as legal counsel. My approach was to carefully listen to the respective positions of the disagreeing employees or board members and to ask questions to clarify their position and ramifications, intended or unintended, or to aid my understanding of their position. Then I focused on areas where conceptual agreement was more likely or less problematic. I tried to secure some conceptual agreement on more insignificant points and then delicately guided them into some accommodation or clarification of their original positions or disagreements as to reach an

understanding or agreement. I have found that in mediating disputes or disagreements if I focus on areas of agreement and then attempt to expand those into the areas of conflict, ultimate agreement is more likely. This process requires civility and respecting the differing points of view. We can disagree but we cannot be disagreeable. I avoid any "ad hominem" remarks and try to gently direct the parties from those forms of comments.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

My partner is employed as a paralegal in the Boulder City Attorney's Office. In any potential conflict or perceived conflict, disclosure of the conflict is mandatorily required as the first step. If the conflict, or perceived conflict, is of a significant substantive matter or one or more of the parties perceives that the conflict creates unfairness, removal from any decision making and discussion is not only appropriate but required. If the conflict involved another Board member I would attempt to show how he or she should remove himself or herself from discussion and decision in order to preserve the integrity of the Board in the eyes of the public and the parties. The appearance of a conflict must be avoided so as to preserve the credibility of the Board.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges? *

I believe the Boulder community faces significant human relations and civil rights challenges posed by its homeless population (especially those with a mental illness or addiction), Boulder's population of individuals with physical and mental disabilities seeking full dignity and inclusion in all aspects of community life (particularly in government services, housing and transportation), the LGBT community in its struggle for full equality in confronting decades of exclusion by their sexual orientation, the growing immigrant community (often viewed derogatorily by the majority), and individuals of Middle East origins viewed with deepening suspicion with escalating conflicts in Syria, Iraq, Iran, and Europe (creating a likelihood of a violent backlash.) Finally, as Boulder's population of elderly retirees on fixed incomes expands, their social, transportation, housing, and medical needs will occupy more of the Commission's attention. Although not historically considered a protected group within the parameters of traditional civil rights discussion, the working middle class and economically disadvantaged in Boulder will present ever enlarging problems in housing, education, and transportation for the HRC and the Boulder community.

The HRC must be the beacon of tolerance and inclusion in the challenges I have mentioned. First, it must be proactive rather than reactive. Appropriate collaborative efforts must be maintained where in place. Where lacking, the HRC must be the initiator of cooperation with all stakeholders and all organizations. The HRC must be the lynchpin for fostering inclusion, empowerment of the entire community, and equality of opportunity for all the populations mentioned through collaborative educational programs and vigorous outreach into all aspects of the community's political structures and economic structures and forces.

Just as significantly, the HRC must listen, listen, and then listen some more to the concerns of those populations through well publicized public forums that are accessible to those populations. Certainly I do not have all the answers to the respective difficulties faced by these populations, but hopefully I can ask the right questions at the right time to assist in finding the road to resolving those difficulties or easing their sense of isolation, estrangement, and alienation from the soul of the Boulder community. Vigilance and determination to eradicate barriers to equal opportunity must remain the hallmark of the Commission.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

I believe it is the journey to the removal of barriers that will be as important as the destination of the removal of the barriers to full inclusion. It is a daily process, 24/7. With that proviso, a comprehensive action study, if not already done, must be undertaken to first identify those barriers as perceived by those attempting to overcome those barriers and then incorporation of the suggestions and ideas of the impacted populations should occur. Definite timelines with definite goals and objectives must be included. It must be visionary but with concrete and realistic objectives and timelines. It must be flexible and adaptable to the changing environment of the community. In other words, the Commission must speak for those whose voices have not been heard. To borrow a line from the Disability Movement, "Nothing about us without us."

The HRC must patiently collaborate with both the private and public sectors in the critical areas of housing, transportation, services for the family, disadvantaged and disaffected youth, and the growing needs of an expanding elderly population. Boulder offers a plethora of recreational opportunities which the Commission must ensure through its efforts is available to all and may require accommodations for specific populations, particularly those individuals with physical and mental disabilities. This ongoing collaboration of the private and public sectors rests on a mutuality of trust spawned by meaningful interaction nurturing familiarity and trust between the Commission and those sectors.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

I have learned in my 44+ years of civil rights work that our perceived differences are really minimal and that our commonality is universal. We have the identical aspirations to become the best we can be, no matter from where we start. Each of us possesses the ability to enrich the lives of those around us. As I came to know my client- the person with a disability denied a job or housing or the right to even live in the community instead of an institution; a woman discriminated against because of her pregnancy; a black man denied a promotion because of intentional bigotry or a perceived stereotype; a student bullied because of her sexual orientation; an elderly woman abandoned in a nursing home, segregated and isolated from the larger community; a homeless man who became invisible for those passing by; a student with autism denied a free and appropriate education because of behavioral problems; families torn apart by poverty and consigned to the trash can of society; or an immigrant, undocumented, living in the shadows fearful of ICE but contributing to the community through his diligent work- I became a better person strengthened by their dignity and humanity in their Herculean struggle to be included and integrated into the community. They were not the problem. The barriers of exclusion erected by a society unwilling to honor the principle of "equal protection" under the law was the culprit. Those barriers must be removed brick by brick, day after day.

This viewpoint sharpened by the realities of 44+ years of courtroom battles to achieve what most of us simply take for granted has increased my realization that is who we must be and what we must do. There really is no other alternative. To deny inclusiveness to all and to tolerate barriers to inclusion is to deny our essential humanity. To borrow a line from John Mellencamp, "If you don't stand for something, you fall for anything."

I bring this understanding, passion, and decades of proven commitment, steeled with a determination to continue to strive, to the Commission and its important mission, if fortunate enough to be selected.

8. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups? *

First, by listening and actively seeking out the views, narratives, and ideas of those individuals in those populations and by going to where they are- the streets, the schools, the shelters, the group home, the crisis centers, the bars, the parks, the trails, the jails, the community centers, the buses. Public forums organized away from the halls of government is crucial to hearing voices silent or ignored. Listening is merely the first step. Seeking their participation on subcommittees or ad hoc task forces to be used by the HRC to empower their voices is crucial. Adopting their recommendations and initiating efforts to implement them will spread the message like a prairie wildfire that their voices count in our community, their community. Even these words suggest a them and an us, a devastating duality which reinforces the barriers we seek to crumble like a wall in Berlin so many years ago.

I suggest not a Thomas More "Utopia" but a Boulder inspired by diversity's gift. It is a better Boulder, a Boulder for all. Can we achieve this inclusiveness as barriers separating us continue to erode? History will be the ultimate judge but at least unequivocally we can say we made the effort; we tried to make a difference in our community. As the Human Relations Commission has already made a difference, it must and will continue to make an even greater difference in our community through its efforts in the lives of all the citizens who are the community of Boulder.

Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Powered by Laserfiche Forms

BRUCE G. MASON
CIVIL RIGHTS AND SOCIAL JUSTICE

Boulder, CO 80305
B.masonlaw@gmail.com
(402) 203-8604

EDUCATION

- University of Nebraska-Omaha 2001-2008 (Graduate School in History) (Class work of 30 hours completed)
J.D. Creighton University 1970
B.A. University of Nebraska 1967

ADMITTED TO PRACTICE

- 1989 United States Supreme Court
1973 United States Court of Appeals for the Eighth Circuit
1970 United States District for the District of Nebraska
1970 Nebraska State Courts

EMPLOYMENT HISTORY

- 2002-2014 Director of Litigation, Disability Rights Nebraska
1994-2002 Managing Attorney, Disability Rights Nebraska
1992-Present Partner, Mason Law Office
1977-1992 Partner, Ross & Mason, P.C.
1975-1977 Associate, Ross & O=Connor
1973-1975 Associate, Zweiback & Laughlin
1971-1973 Assistant Public Defender, Douglas County Public Defender
1970-1971 Associate, Monsky, Grodinsky, Cohen, Garfinkle & Zweiback
1969-1970 Director, Omaha Pre-Trial Release Project (Senior year in Law School)
1967-1969 Editor and Reporter, Sun Newspapers of Omaha\

TEACHING HISTORY

- 2009-current Adjunct Instructor, Legal Studies Department Metropolitan Community College of Nebraska
(Courses Taught: Introduction to Law, Employment Law, Evidence and Discovery, and Criminal Law and Procedure)
- 2006-2007 Adjunct Instructor, History Department Metropolitan Community College of Nebraska (Courses Taught: US History before 1865 and US History after 1865)
- 2004-2005 Graduate Teaching Assistant, History Department, University of Nebraska-Omaha
- 1998 Instructor, Legal Assistant Program, Nebraska College of Business
- 1972-1982 Lecturer in Law, Creighton University College of Law
(Organized and taught first trial practice course *Defense of Criminal Cases*)
- 1974-1975 Visiting Lecturer in Constitutional Law at University of Nebraska at Omaha
- 1973-1975 Clinical Supervisor and Director, Creighton University College of Law
(Director of First Clinical Program in Criminal Justice in Douglas County):
(Supervisor of third year students interning in County Attorney & Public Defender Offices)

AWARDS, HONORS, COMMITTEES, AND BOARDS

- 2010-current Board of Directors of the Frank J. Menolascino Foundation
- 2004-2014 Chairperson, Public Interest Law Section, Nebraska Bar Association
- 2004-2010 Legal Committee of National Disability Rights Network (NDRN)
- 2008-2010 Chairperson, E-Discovery and E-Information Work Group, National Disability Rights Network (NDRN)
- 2005-2010 Member, Juvenile Justice Advisory Work Group, National Disability Rights Network (NDRN)
- 2007 Human and Legal Rights Committee of Autism Society of Nebraska
- 2005 Recipient, Graduate Research Stipend, Martin Fund Committee, University of Nebraska-Omaha
- 2004 National Society of Colonial Dames of America Region I American Scholarship Award in the Study of American History
- 2004 Outstanding Graduate Student, History Department, University of Nebraska-Omaha
- 2003 *Phi Alpha Theta*, History Honor Society
- 1991 President Catholic Youth Soccer League
- 1990 Christ the King Sports Club Award for outstanding involvement in Youth Soccer in Nebraska
- 1987 ***The Best Lawyers in America 1987*** Listed in Employment & Labor
- 1976 **President's Award of Nebraska Association for Retarded Citizens** for

outstanding achievement upon behalf of citizens in Nebraska who are developmentally disabled

1975-1977 Treasurer, Legal Aid Society

1973-1977 Member, Board of Directors Legal Aid Society

1976 Who's Who in Nebraska

1974-1977 Member, Greater Omaha Association for Retarded Citizens' Citizen Advocacy Advisory Committee

1971-1972 Advisor, Nebraska Association for Retarded Citizens' Human and Legal Rights Committee

1970-1977 Member, Omaha Bar Association=s Bail Reform and Pre-Trial Release Committee

1970 Outstanding Senior, Creighton University College of Law

1969-1970 Creighton National Moot Court Team

1968-1969 Editor-in-Chief, *Docket* (Law School Newspaper)

1967 Vice-President of Freshman Class

PUBLICATIONS/PRESENTATIONS

Mason, Bruce G., *When Worlds Collide: Clinicians, Lawyers, & Advocates Collaborating to Secure the Civil Rights of Persons with Intellectual and Developmental Disabilities*. Keynote Address at Frank J. Menolascino Foundation's Conference on *The Long & Winding Road: Autism Spectrum and Other Neurodevelopmental Disorders* (November 2012).

Mason, Bruce G., **Accommodation: The New Paradigm in Civil Rights and the Impact on the Law Office**, *The Nebraska Lawyer*, Official Publication of the Nebraska State Bar Association (September/October, 2012).

Mason, Bruce G., *The Nuts and Bolts Approach to Working Up the § 1983 Case* Paper and Presentation at the Nebraska Continuing Legal Education Institute (NCLE) Program, *Leveling the Playing Field in Pretrial Proceedings: A Guide to Effective and Ethical Trial Preparation Against a Well-Funded Opponent* sponsored by the American College of Trial Lawyers in collaboration with the Public Interest Law Section of the Nebraska State Bar Association (June 2010) (Omaha, Nebraska).

Mason, Bruce G., Constitutional Rights of Persons with Disabilities Who Reside in the Beatrice State Developmental Center, ICFMR Testimony before the Developmental Disabilities Special Investigative Committee of the Nebraska Legislature, June 23, 2008.

Mason, Bruce G. & Eric Evans, "**An Indictment of Indifference: A Report of the Investigation of the Beatrice State Developmental Center**" By Nebraska Advocacy Services, Inc. *The Center for Disability Rights, Law, and Advocacy* (December 5, 2007). www.nebraskaadvocacyservices.org.

Mason, Bruce G. Chair and Moderator of the Nebraska State Bar Association's Public Interest Law Section Seminar, "***The Crisis in Public Interest Law with Escalating Educational Debt and Stagnating Salaries: Approaches to Preserve a Career as a Public Interest Lawyer.***" (October 2007) (Lincoln, Nebraska).

Mason, Bruce G., ***Segregating the Menace and the Chaining of Liberty: the Specter of Buck v. Bell in the 21st Century***, Paper Presented at the Missouri Valley History Conference, March 2006, Omaha, Nebraska.

Mason, Bruce G., ***Mental Health Courts: The Newest Development in Problem Solving Courts and Therapeutic Jurisprudence***, The Nebraska Lawyer, Official Publication of the Nebraska State Bar Association (October, 2005).

Mason, Bruce G., ***Blowin' in the Wind: The Eve of the African American Struggle for Educational Equality in Omaha***, Paper Presented at the Missouri Valley History Conference, March 2005, Omaha, Nebraska.

Mason, Bruce G., ***Civil Rights Work Doesn't Always Mean Pro Bono: A Primer on the Legal and Practical Aspects of Obtaining Attorney Fees Under 42 U.S.C. § 1988*** Paper and Presentation at the Nebraska Continuing Legal Education Institute (NCLE) *Civil Rights...It's More Than You Think* (June 2005) (Omaha, Nebraska).

Mason, Bruce G., ***The Integration Mandate of the Olmstead Decision***, Presentation at the League of Human Dignity and Consortium of Disability Groups, Lincoln, Nebraska (2002).

Mason, Bruce G., ***Through the Maze: A Primer of Legal Implications and Financial Planning for Family Members with Developmental Disabilities***, Presentation at the State Convention of the Association of Retarded Citizens (ARC) (Omaha, Nebraska) (April 1999).

Mason, Bruce G., ***Nebraska Mental Health and the Law: Current Issues 1998*** Paper and Presenter at the Conference of Psychologists, Nurses, Social Workers, Therapists (Omaha, Nebraska) (September 1998).

Mason, Bruce G., ***Current Discrimination Law Under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act Issues and Trends***, Paper and Presentation at the Nebraska Continuing Legal Education Institute (NCLE) *Employment Law Issues* (June 1998) (Omaha, Nebraska).

Mason, Bruce G., ***Constitutional Rights of Families vs. State and Federal Social Policy*** Paper presented and later published at the national conference entitled *Family Resource Systems--The Challenge of the 80s* at the University of Nebraska Medical Center, Omaha, Nebraska (1978).

Mason, Bruce G., ***Legal Developments in Psychiatry in the 80s*** Presentation at the annual meeting of the American Psychiatric Association (APA), New York, New York (1983)

Mason, Bruce G. & Frank J. Menolascino, **The Right to Treatment for Mentally Retarded Citizens: An Evolving Legal and Scientific Interface** 10 Creighton L. Rev. 124 (1976)

Mason, Bruce G., *The Door Opened: Reflections on the Challenge and Consequences of the Right To Treatment*, Keynote Address at the Nebraska Annual Institute of Social Work, Lincoln, Nebraska (1976)

Mason, Bruce G., *Who Shall Survive: Legal-Medical Problems with the New-Born Defective Child* Presentation at the Midwest Convention of the American Association of Mental Deficiency (AAMD), Omaha, Nebraska (1974).

REPRESENTATIVE SAMPLING OF FEDERAL PUBLIC INTEREST CLASS ACTIONS OR MULTI-DISTRICT LITIGATION

Elizabeth M. et al. v. Ross et al., Case No. 8:02-CV 585 (D. Neb) (Settlement Approved March 29, 2007 by Senior Judge Lyle E. Strom) Lead counsel successfully negotiated a settlement agreement that concluded four years of federal court litigation for women with a mental illness who had a history of trauma and who were sexually assaulted while involuntarily committed to the three state operated regional centers. The settlement agreement applied to all women who are currently at the Lincoln Regional Center (LRC) and who will be confined there in the future. The Federal District Court originally certified the case as a class action. However, the 8th Circuit Court of Appeals under an interlocutory appeal by the State decertified the case. Despite the adverse class ruling by the Court of Appeals, the Settlement Agreement obtained class wide relief for the women. Additionally, the eleven (11) individual constitutional tort damage cases that were pending in the state District Courts of Madison and Lancaster Counties were settled prior to trial for over \$450,000.00. *Elizabeth M. v. State of Nebraska; Jennifer Hoover v. State of Nebraska; Kim Hudson v. State of Nebraska; Selena Taylor v. State of Nebraska; Ethel Hanger v. State of Nebraska; Sara Medlin v. State of Nebraska; Theresa Liberte-Ray v. State of Nebraska; Robin Heuret v. State of Nebraska; Tamica Starks v. State of Nebraska.* The Settlement Agreement in the Federal Court litigation recognizes the constitutional rights of the women confined to LRC to a safe, violence free therapeutic environment and a constitutional right to trauma treatment while they are in the custody of the State of Nebraska. The Agreement prohibits all forms of violence and perceived violence at LRC while implementing monitoring provisions by Plaintiffs' counsel that restrict severely, if not all together, eliminate the use of restraint and seclusion. Plaintiffs were paid \$50,000.00 in attorney fees and expenses by the State of Nebraska as part of the Settlement Agreement.

Caroline C. et al., vs. Johnson et al., Case No. 8:95CV 22 (D. Neb) (Class Action

successfully settled)(Consent Decree entered December 23, 1998 by Judge Lyle E. Strom) Lead counsel for class members who are women with a mental illness in the custody of the State of Nebraska at the Hastings Regional Center (HRC) obtained consent decree protecting women from sexual assaults and right to treatment in the institution and in community programs for trauma suffered as the result of sexual abuse. First case to recognize trauma model for assessment and treatment of women who have a history of sexual abuse; established all female unit and Women=s Council at institution; and sweeping restrictions against the use of restraint and seclusion on women with a history of sexual abuse. The Federal District Court awarded attorney fees under 42 U.S.C. § 1988 to lead counsel in the amount of \$214,000.00 and fees for two associate attorneys in the amount of \$130,000.00 and costs of \$70,000.00.

Horacek v. Exon, 357 F. Supp. 71 (D. Neb. 1973) (memorandum and order on Motion to Dismiss) CV 72-L-299 (D. Neb. Consent Decree entered October 31, 1975)(Judge Schatz) Lead Counsel on class action right to treatment litigation on behalf of institutionalized individuals with developmental disabilities. At time of filing only the second case in country and it resulted in reducing population of state facility from 2000 to 400 plus over a 10 year time period with placements in community based programs while establishing minimum constitutional conditions for those who remained. The case was settled prior to enactment of 42 USC § 1988. The case required several years of enforcement proceedings and trials to secure compliance by State of terms of Consent Decree. Attorney fees for lead counsel in the amount of \$100,000.00 under 42 USC 1988 negotiated and agreed to with State's Attorney General and Honorable C. Arlen Beam, Judge, Court of Appeals, Eighth Circuit, then counsel for Governor Charles Thone for counsel's successful post consent decree enforcement efforts to secure implementation.

Ron H., et al, vs Nelson,et al., Case No. 4CV93-3527 (August 1995)(Class Action successfully settled)(D. Neb) (Judge Kopf) As lead counsel for class members who were state wards with a developmental disability of the State of Nebraska obtained settlement to insure the appointment and training of surrogate parent for class members under Individuals with Disabilities Education Act (IDEA). Attorneys' fees and costs were awarded by the District Court under IDEA.

Palmer et al and Sundermeier, Intervenors v. City of Omaha, Cv 90-0-318; ***Keller et al v. City of Omaha***, 8:cv91-0051 (D. Neb) (Consent Decree 1993). Counsel for Plaintiff - Intervenors in class action Title VII employment discrimination case by women police officers which was successfully settled against the City and resulted in greater employment and promotional equality for women officers in the City of Omaha.

Rodney Olson v. Arrow Air Inc. CV No. 86-0497 (S.D. Fla.); ***Donna Pafford v. Arrow Air***, Cv No 86-238 P (J) (S.D. Fla.); ***In Re: Air Crash Disaster at Gander, Newfoundland***, MDL Docket 683 C86-0259 P (J) (W.D. Kentucky) (Cases successfully settled). Plaintiffs, the surviving parents of deceased adult sons who were members of 101st Airborne, received enhanced settlement in wrongful death actions from Gander, Newfoundland plane crash based on counsel's efforts in settlement documents and negotiations utilizing and proving

demonstrable impact theory of loss; thereby avoiding limited damages under Nebraska law restricting damages of parents to actual contribution of adult son not living with parents.

REPRESENTATIVE SAMPLING OF COMPLEX FEDERAL LITIGATION

Palmer et al. v. Nelson et. al., 160 F.R.D. 118 (D. Neb. 1994) (Judge Kopf) (Successfully settled). Lead counsel successfully settled an action brought by 19 individuals with developmental disabilities challenging their placement and services and treatment in facilities throughout the State of Nebraska. Attorneys' fees and costs were awarded by the Court.

Larson v. Miller et al. ___ F. Supp___ (D. Neb. Cv 90-0-778) Recovered a \$335,000.00 jury verdict on a 42 USC 1983 and 42 USC 1985 (3) causes of action on behalf of a blind female elementary student who was sexually molested by a school district's van driver. Trial judge Honorable Lyle E. Strom under FRCP 50 (a) set aside verdict and rendered judgment for defendants and dismissed pendant state negligence tort claim. On appeal the Eighth Circuit Court of Appeals in *Larson v. Miller et al.*, ___ F 2d___ (8th Cir. 1995) (No 94-2691 May 31, 1995) affirmed the dismissal of 1983 action; reversed dismissal of the 1985 (3) action and reinstated \$135,000.00 of jury verdict and reversed and remanded trial court's dismissal of pendent state tort claim. En Banc, the entire Eighth Circuit reversed the panel's reinstatement and remand and affirmed the dismissal of the case by trial judge Lyle E. Strom. *Larson v. Miller et al* ___ F 2d___ (8th Cir 2/20/96)

Jacobsen v. Don Hume Leathergoods, Inc., CV No. 88-13 (D. Neb 1988); *Schnebel v. Don Hume Leathergoods, Inc.* CV No. 88-14 (D. Neb) (Products Liability Settlement) Plaintiffs were police officers who received substantial six figure settlements in products liability suits against manufacturer of holster which tore during struggle with a suspect who ripped service revolver from torn holster and shot officers. Expert testimony on nature of Post Traumatic Stress Disorder (PTSD Syndrome) suffered by officers utilized in settlement.

Dorene Grey v. Sears, Roebuck and U.S.A., CV no. 78-0-335 (D. Neb. 1979) (Successfully settled) Plaintiff, who worked as hat check girl in supper club was shot by criminally insane assailant received substantial settlement in her litigation against Sears for negligently selling assailant a weapon in violation of federal law and against Veterans Hospital (VA) for negligent failure to civilly commit a dangerously disturbed veteran.

REPRESENTATIVE SAMPLING OF PROACTIVE CONSTITUTIONAL TORT LITIGATION UPON BEHALF OF JUVENILES AND CITIZENS WITH A DEVELOPMENTAL DISABILITY OR MENTAL ILLNESS

Ian Ham, by and through his Guardian and Next Friend, Sandra Ham v. State of Nebraska, Case No. CI 10-27 (District Court of Gage County) (2013) After a four day bench trial, the Court found that a staff physician at the Beatrice State Developmental Center was negligent and violated the standard of care by ordering a tube feeding on a 25 year old man with autism and diabetes without the medical staff confirming placement of a reinserted feeding tube. As a direct and proximate result of the negligent feeding, the young man suffered peritonitis requiring emergency surgery. The Court in finding the State of Nebraska negligent awarded \$150,000.00 in damages for pain and suffering. The State of Nebraska prior to trial had offered \$5,000 in nuisance value.

Ian Ham, by and through his Guardian and Next Friend, Sandra Ham v. Beatrice Community Hospital and Health Center, Inc., and Thomas Fennesty. Case No. CI 09-415 (District Court of Gage County) (2011). Medical malpractice case successfully settled for \$125,000.00 against hospital and emergency room physician for negligent insertion of a feeding tube in a 25 year old man with autism and diabetes who was a resident of the Beatrice State Developmental Center.

Debra Bauer, by and through her Guardian and Next Friend, Michael Ellsworth v. State of Nebraska. Case No. CI 09-89 (District Court of Gage County) (2010) Negligence action successfully settled for \$200,000.00 against State of Nebraska officials at the Beatrice State Developmental Center (BSDC) for the negligent supervision of a 47 year old woman who has a developmental disability and is non verbal and non ambulatory and who suffered two broken legs when she was dropped by staff members at BSDC and was left medically untreated for over five days when the incident was not reported by the responsible employees.

Margie Wilnes, Personal Representative of the Estate of Jeffrey Wilnes, Deceased v. Community Alternatives Nebraska Inc. Case No. CI 04 2006 (District Court of Lancaster County) (2006). Wrongful death case successfully settled against a for profit corporation for the negligent supervision of a 49 year old unmarried man with mental retardation and mental illness and a history of seizures who had no children and no earnings history and who died of positional asphyxiation while residing at a group home for individuals with developmental disabilities.

Jamie Davis v. Seward School District Case No: 8:03cv502 (D. Neb 2004) Successfully settled action for damages brought under Title IX of the Education Amendments of 1972 and the Equal Protection Clause and Due Process Clause of the Fourteenth Amendment by a high school student in special education against the school district and school officials for their failure to protect her from sexual harassment by fellow students due to their perception of her sexual orientation as a lesbian and her behavior disorder disabilities.

E. Dean Everitt Sr., Personal Representative of the Estate of Kristine Everitt, Deceased

v. The State of Nebraska Case No. C100-25 (District Court of Gage County)(2002) Wrongful death case successfully settled for negligent failure to protect a 43 year old unmarried woman with no issue and no earnings history who died while left unattended in a bath in a state facility for individuals with developmental disabilities. Total settlement which included a \$125,000.00 cash settlement and dismissal of a \$275,000.00 counterclaim for Medicaid reimbursement was for \$400,000.00.

Beth Ann Kramer v. William Achord and Family Solutions Doc 571 Pg. 201 (District Court of Lancaster County) (1999) (Damage case successfully settled for policy limits) Lead counsel in negligence action against a mental health therapist and his employer for a woman with dissociative identity disorder (multiple personalities) who was sexually molested during therapy

Billie V. v. State of Nebraska Doc 87 Page 232 Case No 95304 (District Court of Adams County 1999); ***Caroline C. v. State of Nebraska*** Doc 87 Page 232 Case No 95153 (District Court of Adams County 1999); ***Debra W. v. State of Nebraska*** Doc 87 Page 232 Case No 95305 (District Court of Adams County 1999); ***Donna W. v. State of Nebraska*** Doc 87 Page 232 Case No 95303 (District Court of Adams County 1999) (Damage cases successfully settled) Lead counsel successfully settled individual negligence actions for failure to protect under the Due Process Clause of the Fourteenth Amendment for compensatory damages for women with a mental illness who were sexually assaulted by male patients while they were residents at the Hastings Regional Center (HRC) operated by the State of Nebraska. Total settlement was in middle six figures for the women.

Utter et al v. Adams County School District 18 & ESU 9 Case No 94012 (District Court of Adams County) (1997) (Successfully settled) Lead counsel successfully settled a negligence action for compensatory damages for failure to protect under the Due Process Clause of the Fourteenth Amendment against Hastings High School and the ESU for a 16 year old female high school student with a developmental disability who was raped by a fellow male student in the gym during school hours.

Wiles et al. v. State of Nebraska, Docket 39 Page 238 Case No 15814 (District Court of Richardson County 1993) (Successfully settled) Lead counsel successfully settled negligence action for compensatory damages for failure to protect under the Due Process Clause of the Fourteenth Amendment against the Nebraska Department of Social Services upon behalf of two minor children, a brother and sister, who were sexually abused by a ward of the State of Nebraska in the same foster care home.

Frattalone et al., v. State of Nebraska, Doc 80 Page 46 Case No 246460 (District Court of Madison County 1991) (Successfully settled) Lead counsel successfully settled negligence action for compensatory damages for failure to protect under the Due Process Clause of the Fourteenth Amendment upon behalf of 4 minor children, 2 of whom had a developmental disability against the Nebraska Department of Social Services and who were physically and sexually abused while in the custody of the Department of Social Service.

REPRESENTATIVE SAMPLING OF EMPLOYMENT CIVIL RIGHTS LITIGATION AS LEAD TRIAL AND APPELLATE COUNSEL

Akers v. Board of Regents of University of Nebraska-Lincoln, et. al., Case No. 4:10-cv-03247 (D. Neb. 2012). Successfully settled after 14 hour mediation with federal mediator, a civil rights action under the ADAAA and Section 504 for employment discrimination on behalf of a tenured history professor who was a member of the Choctaw nation and who had a significant hearing impairment. Settlement included six figure compensation amount and attorneys fees.

Clements v. Metropolitan Utilities District, Case No. 8:08CV 165 (D. Neb. 2009) Successfully settled at Settlement Conference with Magistrate Judge Gosset, a civil rights action for damages under the ADA, ADEA, and 42 U.S.C. § 1983 for employment discrimination due to a mental disability and age by the Compensation and Benefits Director against his employer, a political subdivision.

Brian v. Westside Community School District, et al., Case No. 8: 05CV 484 (D. Neb. 2007) Successfully settled before Pretrial Conference a civil rights action under 42 U.S.C. § 1983 for deprivations of constitutionally protected property and liberty interests under the Due Process and Equal Protection Clauses of the Fourteenth Amendment by a teacher and soccer coach against his employer school district for its refusal to allow him to coach one of the high school's soccer teams and award him merit increases. Under terms of settlement plaintiff is now permitted to coach the varsity boy's soccer team and District paid plaintiff's attorney fees.

Carrico v. McDonalds Case No: 8:05cv65 (D. Neb. 2005) Successfully settled for monetary damages before Pre-Trial Conference a sexually hostile work environment and unlawful retaliation case brought under Title VII of the Civil Rights Act of 1964 for a sixteen year old female employee against her fast food employer.

McIntosh v. City of Omaha Case No: 8:03CV528 (D. Neb. 2005) Successfully settled for monetary damages before Pre-Trial Conference a racially hostile work environment and unlawful termination employment case brought under Title VII of the Civil Rights Act of 1964 and 42 U.S.C. § 1981.

Zimmerman v. Bank of Nebraska Case No: 8 99CV:527 (D. Neb. 2001) (Successfully settled for \$200,000.00) Counsel in an hostile work environment sexual harassment case reached a settlement after District Court issued opinion denying defendant's motion for summary judgment.

Sanchez v. AT&T et al Case no 8:98CV446 (D. Neb 1999) (Successfully settled) Counsel in national origin employment discrimination case involving disparate impact of

promotional practices of AT&T and Lucent Technologies.

Sweet v. U.S. West Case no 4:CV 96-3372 (D. Neb 1996) (Successfully settled) Co-counsel in employment discrimination case involving the denial of reasonable accommodations and short term disability benefits under the ADA for a woman with Meige Syndrome

Genoways v. University of Nebraska Regents et. al. Case no 4:CV96-3109 (D. Neb 1996) (Successfully settled) Co-counsel in employment discrimination case involving the denial of reasonable accommodations under Americans with Disabilities Act (ADA) for a woman with cerebral palsy and learning disabilities.

Glover v. Encor, 686 F. Supp 243 (D. Neb 1988); 867 F.2d 461 (8th Cir 1989); cert denied 110 S.Ct 321 (1989)

Perkins v. Eastern Nebraska Human Services Agency (ENHSA), ___ F Supp ___ (D. Neb 1987); 845 F.2d 1026 (8th Cir 1988); cert denied 487 U.S. 1206 (1988)

Rose v. Eastern Nebraska Human Services Agency (ENHSA) , 510 F. Supp. 1343 (D. Nebr 1981)

Kyles v. Eastern Nebraska Human Services Agency (ENHSA) ___ F. Supp ___ (D. Neb 1979), 632 F.2d 57 (8th Cir. 1980)

REPRESENTATIVE LABOR RELATIONS CASES (Reported) IN THE PUBLIC/GOVERNMENTAL SECTOR INCLUDING DETERMINATIONS OF WAGES, ECONOMIC AND NON-ECONOMIC BENEFITS, DETERMINATIONS OF BARGAINING UNIT COMPOSITION, AND UNFAIR LABOR PRACTICES

Reported Nebraska Commission of Industrial Relations Cases

Determination of Wages, Economic Benefits, Non-Economic Conditions of Employment, Pay Grade and Step Classifications and Overall Compensation Cases

Omaha Police Union Local 101 v. City of Omaha, (Nebraska Commission of Industrial Relations) 11 CIR 114 (1991), appeal by City of Omaha to Nebraska Supreme Court dismissed May 26, 1992. (successfully represented union in significant wage case, involving compensation and economic and non economic benefits for Omaha police officers).

Fraternal Order of Police (FOP), Sarpy Lodge No. 3 v. County of Sarpy, Nebraska, 10 CIR 61 (1989) (successfully presented for employees of sheriff's department wage case, involving, wages, vacation, health, dental insurance benefits, pay plan with step classifications, longevity, and overall compensation).

FOP Lodge No. 23 v. City of Holdrege, 9 CIR 257 (1988) (successfully presented wage and benefit case for police officers of central Nebraska).

FOP Lodge No. 17 v County of Dodge, Nebraska, 8 CIR 156 (1986) (presented wage case with emphasis on non-economic items impacting on working conditions for employees of sheriff's department in eastern Nebraska county).

Determination of Bargaining Unit Composition Cases

General Drivers & Helpers Union (Teamsters), Local 554 v. Eastern Community Office of Retardation, 8 CIR 22 (1985) (successfully represented governmental human service employer in case involving determination of bargaining unit in representation case brought by union seeking to including supervisory and management employees in bargaining unit).

City of Omaha v. Omaha Police Union Local 101, 7 CIR 248 (1984) aff'd 222 Neb. 197, 382 NW 2d 613 (1986) (successfully prevented the City of Omaha at the trial and on appeal to Nebraska Supreme Court from removing the rank of Captain from the employee bargaining unit).

FOP Lodge No. 15 v. City of Norfolk, Nebraska, 8 CIR 287 (1986) (successfully prevented the City of Norfolk from removing the rank of Sergeant from the bargaining unit in the police department in the northeastern Nebraska city).

Unfair Labor Practices and Refusal to Engage in Collective Bargaining Cases

Omaha Police Union Local 101 v. City of Omaha, 7 CIR 179 (1984) (successfully prevented the City of Omaha, unilaterally and without bargaining, from removing a non-economic benefit of parking stalls for members of the bargaining unit. As a result of a finding of an unfair labor practice, City was required to bargain over issue).

FOP Lodge No. 21 v. City of Ralston, Nebraska, 12 CIR 59 (1994) (represented employees union in refusal to bargain over unilateral changes in health insurance by employer city).

Omaha Police Union Local 101 v. City of Omaha, 12 CIR 15 (1992) (represented employees in refusal to bargain/unfair labor practice on unilateral change by City of Omaha on holiday issues).



HUMAN RELATIONS COMMISSION

Annual Application - 2015

Date

02/12/15

The Human Relations Commission (HRC) consists of five members appointed by City Council, each to five-year terms. Appointees, as much as possible, represent diverse segments of the City, based upon race, gender, sexual orientation, religion, social and economic background. The Commission offers advice and consultation to the City Council regarding human relations and human services. The HRC is charged with the responsibility of improving community social conditions, helping alleviate social problems, fostering positive relations among all cultural and social segments of Boulder, and assisting in the protection of human rights. The Commission serves as a quasi-judicial board involving discrimination complaints.

Staff Liaison: Carmen Atilano (303)441-3141

Meetings are held the third Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Elzbieta

Last Name *

Nolan

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-402-0613

Mobile Phone (?)

303-517-1420

Work Phone (?)

E-mail Address *

nolanel@msn.com

Occupation

Consultant

Place of Employment/Retired

Iencora LLC

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

17.5

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

M.Sc. in Engineering Physics (Technical University of Warsaw)

M.B.A. in Finance (UCLA)

25+ years leadership and management experience, leading small and large organizations

Strong marketing and strategic planning experience

Served on Boards of several non-profits

Served for 5 years as the Arts Commissioner for the City of Boulder (2006-2011)

Community leader- organized Bold Doors, an Eco-Arts program in 2013

Skilled and trained in multiple team development and leadership, including consensus building, strategic visioning, business planning, business analysis, etc.

Built and implemented (as an outsourced project through my own company, Iencora LLC) a highly successful Colorado non-profit program, Colorado Welcome Back, helping foreign trained healthcare professionals living in Colorado to get their careers re-launched in the state. Program grew to around 500 participants in 3 years.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

The Board is working on multiple issues I have been passionately pursuing during my 17.5 years of living in this community: diversity (age, heritage, gender, economic status, disabilities, etc), inclusion, creating vibrant communities that serve as role models to others. While I have never worked directly with the HRC, many of the projects I have worked on have very similar goals and objectives. I have built a team and implemented a grass roots eco-arts project Bold Doors which brought eco-friendly works of a diverse group of artists (100+) into commonplace (stores, city buildings, etc.) walkable exhibition space all-around downtown Boulder. I have provided extensive pro-bono support to the Center for ReSource Conservation to extend their reach into multiple segments of our community. I have followed the work of the commission reasonably well as it touches many organizations and projects I have been involved with (Intercambio, BMoCA, festival organizers, etc.) There is no board in the city that has such a relevant and diverse focus and I would really love to bring my experience and enthusiasm to the future work of the HRC.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members.

What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In my last role serving as an Arts Commissioner for the City of Boulder, I was instrumental in changing the approach to grant giving for arts projects to include more economic impact and collaboration among groups. There was significant resistance to this from the more traditional Commissioners, who were very risk averse. What worked well was:

1. Not rushing through the process, allowing all the voices to be heard and viewpoints to be understood
2. Providing a lot of research from other cities, with case studies showing great success and how it was achieved
3. Soliciting input from all the relevant community members (artists, business owners, art-consumers) and presenting it in a structured and analytical way
4. Focusing on creating a shared vision of a successful future state and allowing the entire group to embrace it, contribute to it, and see how their values and concerns would play out in this compelling outcome
5. Seeking commonalities in seemingly dissimilar viewpoints

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not see any potential conflicts of interest pertaining to my work on this board.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges? *

There are many challenges facing the Boulder community. Here are the ones I view as the most significant:

1. Diversity - this challenge is well understood but not yet well addressed. Boulder has significant issues in reaching the desired levels of diversity of ethnicity, race, immigrant culture (widely defined), economic status, age, disability, gender, etc. It is highly visible across multiple dimensions, including housing, shopping, restaurant patronage, participation in the arts, etc.

2. Inclusion - seniors, people with disabilities, people of different socio-economic status

3. Race equality and fairness - there are significant proof points that African Americans and other minority members of the community do not feel safe and fairly treated in the community

4. Political divisions - many community members view the alarming trend towards political homogeneity which leads to intolerance

5. Ethnic/immigrant bias - Having had a lot of interaction with immigrants, and being foreign-born myself, I am often somewhat shocked to hear that there is a lack of familiarity with foreign cultures and occasional bias in hiring, community inclusion, etc. Foreign-born residents do not always feel comfortable voicing their opinion in public sessions, etc. due to their accents "sticking out" and otherwise causing some visible discomfort to the audience. This is in sharp contrast to the well-traveled and well-educated population living here.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

Having worked with organizations working with people with disabilities (e.g. ACL) and immigrants (Spring Institute for Intercultural Learning, Intercambio, The New America School) and learning about the issues of inclusiveness, I believe there are many ways that communities can improve the inclusiveness:

1. Promote organizational efforts. There are many groups working to help clients most affected by the issues, but not all of them find it easy to collaborate and join forces. While the resources are always limited, the leverage gained through collaboration could be enormous

2. To really understand the issues of inclusiveness, it is important to hear the voices of those who are most affected. There are natural barriers of language, disabilities, etc. which would have to be addressed in order to do it effectively. Creating large-scale feedback sessions with well covered outcomes (by the media, shared with all the community serving organizations, used as a basis for developing action plans, etc.) would be a good start. Reaching out to advocates who represent people most adversely affected is also key.

3. A more strategic approach would also be beneficial. There is a lot of support for small projects which have some impact but do not create the desired change in attitudes and more radical changes. When communities elevate the inclusiveness goals to a higher level, more is achieved. Making the public aware of what the community is aspiring to makes some of the duplicity of attitudes more likely to disappear.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

I have been a successful immigrant of 32 years, who needed to adapt and use resources to advance my life in the United States. With my combined work experience and education acquired on five continents, I am able to understand the challenges faced by a rebellious Libyan (muslim) woman living in Boulder, as much as I can relate to a outspoken Eastern-European scientist clashing with his boss and being denied tenure, a Somali immigrant struggling with ethnic conflict from the old country playing out here, in Colorado in his local community.

I believe that my leadership skills, team building, marketing, financial analysis, statistical evaluation, communications and other competencies would help me provide some truly useful assets to the HRC and to serve the community at large.

I have had the opportunity to launch, design and build, as well as participate in multiple community projects, from Bold Doors (Eco-Arts), to Colorado Welcome Back (services for foreign-trained healthcare professionals), Arts and Conservation organizations. All of this

required working with a highly diverse group of service recipients, program partners, organizations serving the community, and learning about their unique perspectives and needs. I have learned an enormous amount from each of these experiences and continue to learn (fast) in all my endeavors.

I also serve as a caregiver for my mother, who, at 85 years, has immigrated to the United States from Poland. Witnessing her every day struggles makes me even more sensitive to the challenges of old age and lack of English language skills while living in our community.

8. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups? *

The HRC can provide well articulated perspectives regarding people who are underrepresented, supported by solid data, well analyzed and processed to the respective stakeholders. It can also show the value of solving this issue for them.

Community input gathering, formation of advisory boards, launching pilot programs, creating seminars and workshops, featuring business and organizational successes, are all ideas that would be helpful in achieving this goal.

Launching community projects that provide better understanding and appreciation of the challenges, and provide a roadmap to how community members can be involved, would also be a high priority. Arts and cultural events can be an excellent vehicle for doing that.

With the budget available to fund some projects, it may be feasible to set a set of very specific objectives and solicit responses from organizations in the community best suited to take them on and apply for funding. (An Request for Proposal approach)....

Thank you very much for allowing me to apply for this opening. I hope you will find me a highly desirable candidate and give me an opportunity to work hard to make Boulder a more inclusive community.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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HUMAN RELATIONS COMMISSION

Annual Application - 2015

Date

02/12/15

The Human Relations Commission (HRC) consists of five members appointed by City Council, each to five-year terms. Appointees, as much as possible, represent diverse segments of the City, based upon race, gender, sexual orientation, religion, social and economic background. The Commission offers advice and consultation to the City Council regarding human relations and human services. The HRC is charged with the responsibility of improving community social conditions, helping alleviate social problems, fostering positive relations among all cultural and social segments of Boulder, and assisting in the protection of human rights. The Commission serves as a quasi-judicial board involving discrimination complaints.

Staff Liaison: Carmen Atilano (303)441-3141

Meetings are held the third Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Jaime

Last Name *

Roth

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

518-368-4644

E-mail Address *

jaimeir18@gmail.com

Occupation

Attorney and Mediator

Place of Employment/Retired

FKA Associates, LLC

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

4 months

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

I have a law degree from the University of Miami (2002), as well as a B.A. in English with a Certificate in Community Health from Tufts University (1998), and I have completed both basic mediation training as well as an apprenticeship in Community Mediation through the New York Peace Institute. As a former Assistant Attorney General for the State of New York as well as in-house counsel for 2 New York State agencies, I have extensive experience with claims of discrimination on the basis of race, gender and disability, which have been resolved through litigation, mediation and settlement. I also represented the New York State Department of Mental Health in hearings and trials concerning the treatment of people suffering from mental illness, so I have a strong background and understanding of these issues.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have not yet had any experience directly with this Board, however, as a recent transplant to Boulder from New York City, I am strongly committed to diversity. I am interested in serving on this Board to continue Boulder's efforts to recognize and showcase the contributions to the community by its members of all races, ethnicities, socioeconomic status, sexual orientation, etc.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a mediator and attorney, I am no stranger to high conflict situations. One particularly high-charged group that I was involved in was an interagency task force assigned to develop sustainability standards for the purchasing of goods and services for New York State. The group was comprised of members who wholeheartedly supported the effort, as well as many members who felt that the effort was unnecessary, unlikely to have any positive impact, and imposed on them from on high. The expertise and participation of everyone in the group was needed, however. As a member of the chairing organization, I was responsible for getting everyone involved, whether they supported the effort or not. I found that the most effective way to proceed was to start with the low-hanging fruit, by having the enthusiastic members begin to draft the specifications for the items that they had expertise in. This got some momentum going, and forced the more reluctant members to become engaged, in part because many of them felt that the draft specifications went too far. I found that the most effective action in dealing with disagreements was to ensure that all sides were able to feel heard about the issue. While some of the more environmentally-minded members wanted the most stringent environmental standards to apply to all specifications, I was mindful to provide an opportunity for those members whose main concern was representing the business community to voice their specific objections and input. In the end, because all parties were able to voice their concerns and be heard, many of the specifications were able to meet everyone's approval. In several instances, the specification was drafted to enable a "good, better, best" approach, which educated the purchasing community and put suppliers on notice that New York State was paying close attention to sustainability practices. While this was not the perfect solution that the more sustainability-minded committee members would have preferred, there was more buy-in from the group at large, and a recognition that subsequent versions of the standard would become more stringent over time, as the business community adjusted to the new reality that sustainability and profitability need not be mutually exclusive. It was a learning opportunity for all of us, and I found that my ability to engage all the participants and enable them to provide input led to an outcome we could all live with.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am starting a mediation and law practice here in Boulder, so it is conceivable (though not likely) that a conflict could arise, such as if I represented a particular non-profit organization that sought funding for a project through the Board. If a circumstance like that came up, I would of course disclose it and recuse myself from any decision that impacted a current or

former client of mine. I am also a volunteer with the Boulder Community Mediation Service, so there could be a potential conflict in the event that a matter before the Board was something that I had direct knowledge or participation in as a mediator. In general, I think it is important for all Board members to be mindful of actual or perceived conflicts and be proactive about recusal and disclosure.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges? *

Boulder is a wonderful community and I feel lucky to be one of its newest members. However, there is a palpable feeling here that Boulder is becoming increasingly exclusive and off-limits to people of limited socioeconomic means, with the lack of diversity that accompanies that trend. I think that the HRC could work cooperatively with some of the other Boards and Commissions, such as the Library Commission, which deals directly with the challenges of accommodating the City's homeless library users alongside the general library users and programs, and the Housing Commission. As the housing market for both buyers and rentals continues to tighten, there is increased potential for discrimination, so cooperative efforts by these Boards could improve effectiveness and increase awareness. Please also see my answer to #6 below regarding what the Commission might do to address these challenges.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

If only I had the answer! As I stated above, I think that housing will continue to be a major barrier to inclusiveness without continued proactive effort to ensure a housing mix that enables diversity. As we have seen from conflicts between police and citizens in communities across the country, it is important that our police force act with appropriate cultural sensitivity and empathy. I think that cultivation of empathy in our communities is the key to inclusiveness. Toward that end, I think it would be productive to host a series of community conversations that solicit input from diverse groups within Boulder, to identify what community members see as problems and potential solutions. It might also be useful to try to solicit input through surveys and other data collection tools, so that efforts to improve community relations can be measured and evaluated over time. When people feel that their concerns are being taken seriously, and when their opinions are solicited directly, they are more likely to feel included and invested in the outcome. I believe this Commission can best perform its mission by seeking direct input from the community.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

My experience as a community mediator in New York City strengthened my ability to empathize with diverse groups and experiences, and to facilitate conversations between people with strong emotions and opinions. Facilitating conversation and dialogue is one of my key strengths, and I believe this would be a strong asset to the HRC. As an attorney, I have strong research and writing skills as well, and would be able to contribute to reports and findings by the Commission. I have participated in human rights hearings before the EEOC and the New York State equivalent, and have cultivated the appropriate sensitivity around these claims. I believe I could be fair and impartial, and engender a sense of confidence in both sides to a dispute. As a volunteer with the Community Mediation Service in Boulder, I hope to learn firsthand about the experiences and issues that affect a diverse segment of our community, and bring this perspective to my role on the Commission.

8. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups? *

As stated previously, I think it is important to utilize survey data and other direct tools to bring underrepresented groups and their interests into the conversation. Hosting community roundtables might also bring in perspectives that would otherwise not be heard by the Commission. This may require outreach to community groups and leaders, non-profits, and houses of worship, but I believe a proactive approach is the best way to ensure that the Commission is doing its job and being as inclusive as possible.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019





HUMAN RELATIONS COMMISSION

Annual Application - 2015

Date

02/10/15

The Human Relations Commission (HRC) consists of five members appointed by City Council, each to five-year terms. Appointees, as much as possible, represent diverse segments of the City, based upon race, gender, sexual orientation, religion, social and economic background. The Commission offers advice and consultation to the City Council regarding human relations and human services. The HRC is charged with the responsibility of improving community social conditions, helping alleviate social problems, fostering positive relations among all cultural and social segments of Boulder, and assisting in the protection of human rights. The Commission serves as a quasi-judicial board involving discrimination complaints.

Staff Liaison: Carmen Atilano (303)441-3141

Meetings are held the third Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Pankaj

Last Name *

Sharma

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

Boulder

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

352-346-3424

E-mail Address *

kaushika.pankaj@gmail.com

Occupation

Research Scholar

Place of Employment/Retired

University of Colorado at Boulder

Do you reside within the city limits? *

Packet Page 162

Yes No

How long have you lived in the City of Boulder?

More than 1 year

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

I have been an international civil rights, equality activists whose work has been widely cited across the globe including in Oxford Law School and major internal publications like WSJ, NYT, Christian Science Monitor, Reuters, AFP, Al Jazeera, etc. Apart from this I also have a wide experience on global legal frameworks on human service issues which I believe will be helpful for the commission.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have read about the functioning of the board as well heard from secondary sources on some of functions of the board and I feel its an important body to maintain the ethos of democracy and equality within the city of Boulder . I feel with my skills and knowledge I will be able to contribute immensely on the work of the commission and advancing its great work.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I have always worked within team environments and is of the opinion that positive and proactive communication and engagement is the indeed the key for reaching at mutual consensus in any kind of situation.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no current or potential conflicts of interests.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges? *

Boulder is indeed a melting pot of various faiths, creeds, colors, nationalities and orientation apart from the population mix of the city which has a huge youth population and a traditional population. The biggest challenge that I foresee is balancing the aspects of harmony and equality in this. I believe HRC can play an important role in being the sounding board and connecting thread for multiple stakeholders in this regard. The city is a major employment and start-up hub and issues of diversity and equality will play an important role in this with HRC being at the center.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

The barriers of inclusiveness can be bridged through common communication and community engagement platforms. It is important that communities intermingle and appreciates respect and harmony for the fellow human beings and work towards a system that fosters mutual belonging towards the community before self. The commission could play an important role in curating many such platforms and bringing people together.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

I have a global exposure and have worked with people of several nationalities on issue of civil rights, sexual and workplace harassment, human rights and others. My global experience can come handy for the Commission. I also have a wide background on the global best practices and legal framework which can indeed be of great help to the commission in taking fair and equitable decisions on several critical domains.

8. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups? *

HRC can work proactively in helping and facilitating platforms of engagement by working with already existing groups and devising newer frameworks. A collaborative stakeholder platform including for profit, not for profit, interfaith groups, community groups , etc(potentially using technology interface) can come handy in such an endeavor. This can really be helpful for

under represented or unrepresented stakeholders in the community.

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cityclerkstaff@bouldercolorado.gov
303-441-3019

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HUMAN RELATIONS COMMISSION

Annual Application - 2015

Date

02/11/15

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Staff Liaison: Carmen Atilano (303)441-3141

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Sarah

Last Name *

Hutson

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80301

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

908-510-6202

Mobile Phone (?)

908-510-6202

Work Phone (?)

303-396-1627

E-mail Address *

sesralew@gmail.com

Occupation

Research Analyst

Place of Employment/Retired

RRC Associates

Do you reside within the city limits? *

Packet Page 165

Yes No

How long have you lived in the City of Boulder?

Since November 2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

I've had many different experiences that will help me be a successful member of this commission:

-I currently work as a research analyst for Boulder-based marketing firm RRC Associates.

Through this position, I conduct research for communities across Colorado and the United States, in order to help them investigate market trends and position themselves for future sustainability. Much of the research I am involved with focuses on the interests of different generational segments (presently and in the future) and whether communities are serving different demographic cohorts within their population.

-I have a graduate degree in communication from The Ohio State University, where I had a research focus in political communication. This area of study involved analysis of how to enhance political involvement and information obtainment among young Americans. Specifically, I studied the role of political humor in reaching segments of the population who were already disengaged or skeptical of political institutions. This background would serve me well in developing outreach to residents of Boulder who are not politically involved or underrepresented in local government.

-I have taught three courses at the Community College of Aurora. I worked in very diverse classrooms, with students of all ages, creeds, household profiles, and races/ethnicities. This experience made me realize even more that Boulder is lacking the diversity present in many of our surrounding communities.

-As an adjunct instructor at CCA, I taught conflict resolution. I am very well versed in different models for resolution, and would love to apply this knowledge at the local government level, where possible.

-In college, I was a very active member of Amnesty International. I feel very strongly about equality and representation of all people. Because of this philosophy, I am very drawn to the role and work of the Human Relations Commission.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I actually have not had any prior experiences with the Human Relations Commission. However, as a resident of Boulder, there are many times I have felt this community could be even better. Specifically, I feel that Boulder is not the most hospitable community for young professionals, those of lower income brackets, and people of color. If Boulder could serve more people, then it would be an even better place to live and work. The Human Relations Commission espouses the values that I was seeking in my determination to get involved in local government.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I help manage a research program on the upper Colorado River, on behalf of a group called the Wild and Scenic Stakeholder Group. This group is comprised of over 100 members, representing 20 different organizations, who have come together to provide alternative management of this section of the river. The stakeholders represent both public and private agencies, with often competing interests: conservation, protection of wildlife, protection of recreation and tourism on the river, water projects to serve Front Range population growth—the list goes on. While this mix of interests could lead to conflict, the stakeholders have found a great deal of common ground. The research program I help manage has helped provide this common ground. When disparate groups can focus on objective information, gathered using rigorous methods, conflict may be mitigated. This is just one example of how focusing attention toward facts and information can help reduce conflict, which is often exacerbated by emotion.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not anticipate any potential conflicts of interest.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges? *

The Boulder community faces several obstacles to human relations and civil rights. While Boulder is an incredibly educated and progressive community, it quite homogenous (83% of the population is white alone, compared to 70% in Colorado and 63% in the U.S.). A quote from write John Ridley sums up why this is more than just a startling statistic: "For children, diversity needs to be real and not merely relegated to learning the names of the usual suspects during Black History Month or enjoying south-of-the-border cuisine on Cinco de Mayo. It means talking to and spending time with kids not like them so that they may discover those kids are in fact just like them." Another issue is that the tight housing marking and above average cost of living (18% above the national average) is pushing out young professionals. Those in the 25 to 44 year old age cohort have declined 15 percent since 2000.

Ultimately, some systematic issues need to be addressed that may be beyond the scope of the HRC (including the offering of affordable housing options). However, HRC can play a meaningful role in creating awareness around these issues, supporting underrepresented groups in getting involved in local government, and helping to create programs that incentivize more types of people living and working in the community.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

A great question that does not have easy solutions! However, as I alluded to in my previous response, both short-term and long-term ideas must be embraced. In the short-term, the Boulder community would be well served to promote its intentions to increase diversity. In doing so, it's important to actually have different underrepresented groups work on behalf of this effort: it needs to come from the ground up! For this to happen, the HRC and other collaborative parties can foster involvement of people who want to get involved in government but do not know how (including younger residents, those of color, and those from lower income brackets). In the long-term, efforts toward more and affordable housing, incentivizing businesses and other organizations that promote diversity to base themselves in Boulder, and making sure our current institutions (university, property management companies, businesses) not only accept but promote diversity.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

I bring the perspective of a young professional Boulder resident. I am 26 years old and have lived and worked in Boulder since November 2012. I moved here because it's a beautiful place to live and work. I can represent this segment of the population, who love Boulder and want to live and work here, but who feel marginalized by cost of living and other factors. As we think of Boulder in the future, attention must realistically be focused on this cohort (those aged 25 to 44), especially if Boulder wants to be a vibrant community.

8. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups? *

Awareness is key. I would consider myself very politically interested, but hadn't really known it was possible to get involved in local government. I heard about the group Open Boulder, who are seeking to break down the barriers between residents and government, and through them I learned about applying for a board or commission. Partnerships with groups like Open Boulder, or complementing their mission of creating awareness of how anyone can get involved, will help increase community involvement. I think many people truly want to get involved, but just do not know how feasible it is. Boulder is a hub for creativity and technology, as it is the home for university students and startups. We can garner a lot of this energy to reach out to underrepresented groups. By having a more representative local government, we can have a healthier, more vibrant community.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Boulder City Council

2015 Boards and Commissions Appointment Guide

Landmarks Board

Council Action Requested:

Appoint one new members (architect/planner) to a five-year term through 2020.

Current Members:

2019 Michael Schreiner
 2018 Deborah Yin
 2017 Fran Sheets
 2016 Kate Remley
 2015 Mark Gerwing

Occupation:

Attorney
 May Yin Architecture, Inc. - architect
 Psychiatric and Mental Health Clinical Nurse Specialist
 National Institute of Standards and Technology (NIST) - electronic
 Architect M. Gerwing Architects

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Landmarks Board Applicants

Jonathan Hayden

Boulder, CO 80302

Occupation: Clarion Associates/University of Colorado/PI

LANDMARKS BOARD



Annual Application - 2015

The Landmarks Board consists of five members appointed by City Council, each to five-year terms; two members are architecture, historic preservation or urban planning professionals and three members may be chosen without specific requirements for qualifications. The Board considers applications and makes recommendations to City Council for Landmark and Historic District designations. The Board reviews proposed exterior physical changes to landmark structures and structures within the landmark districts to ensure compliance with the Landmarks Alteration Certificate criteria. The Board reviews applications for demolition of structures older than 50 years outside of historic districts.

Staff Liaison: James Hewat (303)441-3207

Meetings are held the first Wednesday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

Date

02/12/15

First Name *

Jonathan

Last Name *

Hayden

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

Colorado

State / Province / Region

United States of America

Country

Best phone number where you can be reached

Home Phone (?)

608-921-9216

Mobile Phone (?)

608-921-9216

Work Phone (?)

608-921-9216

E-mail Address *

jonathan.hayden@colorado.edu

Occupation

Planner/Student

Place of Employment/Retired

Clarion Associates/University of Colorado

Do you reside within the city limits? *

Packet Page 170

Yes No

How long have you lived in the City of Boulder?

About 3 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

- Urban planner with Clarion Associates
- Former Community Development intern with the City of Aspen
- Evaluated land use applications for consistency with historic district regulations
- Contributed content to the city's online historic register (aspenvictorian.com)
- Evaluated incentives and benefits offered to developers in exchange for voluntary participation in the city's AspenModern mid-century architecture preservation program
- Drafted contract for architectural conservator to study "Lift One," formerly the longest chairlift in the world
- CU student pursuing a Master's in Urban Planning and a Juris Doctorate
- Former Law Clerk with the Colorado Municipal League

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I'm a relative Johnny-come-lately regarding historic preservation, but I certainly enjoyed my time working with the City of Aspen's Historic Preservation Officer and Board. My experience working in a community whose identity is so heavily reliant on its history--and the structures that were a product of that history--really underscored the importance preservation has on a community's sense of place. Obviously, areas like Boulder's Mapleton Historic District are crucial elements of the built environment that have a huge impact on the city's character and identity, and simply travelling through these areas has certainly strengthened my attachment to the city. Although I'm only 27-years-old, I have a deep respect for the role of history in Boulder's future, and I hope to serve as a conduit to younger generations for the importance of preservation in the city's development.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I experienced disagreements between planning staff members at nearly every staff meeting I attended in Aspen. The most effective way of resolving disagreements was generally to let each side speak their mind, after which the decision would be put to a simple vote. Even though they didn't get their way, the party who was outvoted was generally left satisfied by their ability to be fully heard and the transparency with which the decision was made.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None, to my knowledge.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

The primary task of the Landmarks Board should be striking a balance between maintaining the character of Boulder's historic resources and promoting innovative design and building techniques that contribute to the city's sustainability goals. While this often entails a trade-off, these goals are not mutually exclusive.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

It really depends on the character of the historic resource and the intensity of any proposed alterations. While working with Aspen's AspenModern voluntary designation program, this ranged from impact fee waivers to the creation of TDRs for use by the owner. Creating a rubric that outlines which incentives are available to certain intensity levels of (re)development is crucial to ensuring that property owners feel like they are treated fairly.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

Maintaining a list of city-approved building materials that can be used to retrofit energy-inefficient features of historic structures would be a good start. Ideally, the list would consist of materials that maintain the character of the historic asset while increasing the structure's overall energy efficiency.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

My work with the City of Aspen was certainly the most impactful, but I've mentioned those experiences above. In retrospect, I saw the converse of Aspen's success transpire in my hometown of Janesville, Wisconsin. As a fading rust-belt town that pumped all of its resources into post-war sprawl at the expense of a once-vibrant downtown dating back to the 1860s, Janesville is now a mere shell of its former self, with a hollowed-out urban core that is now characterized by pawn shops and vacant retail space. I don't worry about Boulder heading down such a bleak path, but Janesville's utter failure to preserve its historic resources underscores my interest in promoting preservation as a means of maintaining not just character, but economic vitality.

I realize this application provides a small lens through which to evaluate my ideas and credentials, so I encourage you to get in touch with any questions you may have about my views on historic preservation or anything else. Thanks for your consideration!

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Library Commission

Council Action Requested:

Appoint one new member to a five year term through March 2020..

Current Members:

2019 Joni Teter
 2018 Alicia Gibb
 2017 Paul Sutter
 2016 Donna O'Brien
 2015 Anne Sawyer

Occupation:

Environmentals/Sustainability/Consultant/Retired
 Director/Professor
 History Professor
 Adams 12 School District - District Administrator
 ElectroActive Inc. - Owner/Design & Technical Development

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Library Commission Applicants

Joel Koenig
Boulder, CO 80305
Occupation: Retired/Deloitte/Senior Partner/Executive Se

Timothy O'Shea
Boulder, CO 80304
Occupation: Engage Colorado/Entrepreneur

LIBRARY COMMISSION



Annual Application - 2015

The Library Commission consists of five members appointed by City Council, each to five-year terms. The Commission was established in the City Charter in 1917 to provide consultation and make recommendations to Library staff and Council on the management of Boulder's public libraries and information services.

Staff Liaison: Carrie Mills (303)441-3106

Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

Date

01/19/15

First Name *

Joel

Last Name *

Koenig

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-979-1104

E-mail Address *

joelkoe44@gmail.com

Occupation

Formerly senior partner at Deloitte(30 years); retained executive search consultant(20 years)

Place of Employment/Retired

retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

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Library Commission

Page 3

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

B.S. Business Administration, New York University; Board member, Colorado Alliance of Environmental Educators; Ex Chairman, Children's Institute, Los Angeles--400 employee organization that focused on abused infants; Ex Chairman of a Los Angeles Charter School; Ex Board member United Way of Atlanta; Ex Chairman, Lake Crest Estates Homeowner's Association. At Deloitte I was responsible for a 5,000 employee business unit.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have had a passion for libraries since I was a child. In fact, in high school I was employed by the NY Public Library(main branch on 42nd St and 5th Ave) after school for 4 years.

Since moving to Boulder I have have volunteered at the Library. The past year I had more than 500 hours of volunteering including:

Assisting the reference department in many activities including weeding and shifting books

Boxing some donations for shipment to Better World Books

Boxing weeded books for shipment to CLC

Assisting in many projects including book sales and Research Rendezvous

Tutoring literacy students at BoulderReads

Assisting in the RFID project at GRB

I have attended 1 commission meeting and read the minutes of many others. Based upon all of the above I am confident that my passion and experiences will be an asset to the Library Commission.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members.

What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

The Charter school we developed was to be comprised of 2 neighborhood schools 1 mile apart. One was almost 100% Caucasian and the other 100% African American. Many of the Caucasian parents objected to the integration of these 2 schools. After 3 years of intense dialogue we reached a compromise. The existing schools would stay in tact and the Charter school was voluntary. The school was called the Community School and exists today, nearly 40 years later. My adult children now in their 40's are a testament to the benefit of an integrated school.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Through my volunteer activities I have met numerous Library staff and also developed insight into many aspects of the Library functions. My perspective and knowledge gained will be an asset as a Commission member. I do not perceive any of my volunteer activities to be a conflict.

If there is a perceived conflict it should be discussed openly at a Commission meeting with the assistance and counsel of the City Attorney

5. As the BPL, in parallel with main library renovations, reinvents itself as "The Place to Be", what are your ideas about what this means for library services, programs, and culture? *

Based upon my many hours at the Library, Main and GRB I am impressed with the plethora of services and programs offered. The public relations component is good, but can be improved. The occasional ads in the Camera, coupled with the website, press releases and brochures/flyers are satisfactory. A program of contacting schools directly as well as the Rec Centers, Senior Citizen Centers and retirement homes including Fraser Meadows, The Academy, Balfour, Carillon, etc will enhance the existing programs.

An under publicized aspect of the Library are the services provided by the reference staff. I have observed them assisting patrons both on the telephone and in person. People with limited or no internet skills are guided professionally to their goals and objectives. Importantly, patrons with sophisticated research capabilities are also supported by the reference staff--their research skills are superb and beyond even the most advanced patrons.

Among the biggest challenges are the homeless population. This not a new issue, obviously. I have had the benefit of serving the homeless at the Bridge House and was on their capital campaign committee which raised the \$5,000,000 to acquire an office building to be converted into 48 apartments. One suggestion is form a committee consisting of appropriate library staff and a few of the homeless population. I have become familiar with a few individuals who are somewhat responsible and would make a contribution to this committee and offer meaningful solutions. Also Dave Farnham should meet with Isabel McDevitt, ED of the Bridge House and Joy Redstone, Boulder homeless advocate on a regular basis to discuss issues and potential solutions. A continual regular City of Boulder police present is a band aid and not a viable long term answer.

6. What are your ideas about providing great library services to the community in a time of constrained revenues? *

There are many seniors, and others, who are housebound. Utilizing volunteers, books can be dropped off at their residences. Also, those same volunteers can bring laptops into the homes and assist this segment of the population with ordering books and/or provide basic research.

Additionally space should be allocated to promote early literacy for toddlers. The renovated children's section in the main library is adequate for this purpose, but can be expanded and also enlarged at Meadows and GRB.

More programs should be developed on site at the Boulder schools, especially elementary. The staff can be augmented by volunteers.

7. What are your ideas for improving library service in general, and also with a particular focus on innovation? What types of operational and physical changes should the library system consider, given the significant technological changes in how materials are accessed and read? *

The library should offer a program occasionally to teach the community the various aspects of the Library's homepage website. This is a gateway to a tremendous number of research databases as well as access to collections of many libraries, even beyond the Flatirons Consortium.

Librarians should leave their desk and wander through the stacks to ascertain if patrons need assistance. As a volunteer in the stacks I am asked questions regularly. Many I am not equipped to answer and refer the to the librarians at their desks.

Expansion of the e readers program should be considered. An evaluation of the acquisition protocols for print best sellers might free up some dollars for e readers. Many times within the year of publication we are boxing up 10-20 copies of best sellers and receiving nominal proceeds.

Consideration should be given to additional small branches such as NOBO. Their may just be PC's for accessing the Library's catalogue and an inventory of e readers. Also a volunteer who is properly trained can supplement or replace a professional librarian.

The Library is fortunate to have many very smart and sophisticated patrons. Why not have a user's committee . They would meet a couple of times each year and offer suggestions to senior leadership on a somewhat formal basis vis a vis one off suggestions by individuals.

8. Provide some specific suggestions that would improve the library's service to diverse populations. *

Among the most diverse organizations in the City are the participants in the Library's BoulderReads literacy program. I have had the pleasure of tutoring 2 students this year and have observed many others being tutored. The staff at BoulderReads, especially Shelley Sullivan, should be encouraged to work with the Library staff to migrate some of their relevant programs to the Library generally. The students who are being tutored can be evangelists for library services with a bit of guidance.

Library staff should be encouraged to frequent and provide programs to local organizations that focus on a diverse population such as Intercambio.

The foreign language section which Hispanic is inadequate. This collection need to be improved and expanded dramatically.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Powered by Laserfiche Forms

LIBRARY COMMISSION



Annual Application - 2015

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Staff Liaison: Carrie Mills (303)441-3106

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

Date

02/11/15

First Name *

Timothy

Last Name *

O'Shea

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

857-222-8667

E-mail Address *

tim@engagecolorado.com

Occupation

Entrepreneur

Place of Employment/Retired

Engage Colorado

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

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Library Commission

Page 7

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees), specialized training, service on governing or decision-making boards, etc.)? *

Educational Degrees:

- + Masters in Telecommunications and Network Management from Syracuse University's School of Information Studies
- + Bachelor of Science in Information Studies from Syracuse University's School of Information Studies

Technical Qualifications:

- + Systems architecture and design; Network engineering; Security assessment; Qualified technical instructor; Published writer

Specialized Training:

- + On-air broadcasting

Professional Experience:

- + Co-Founder -- Engage Here, llc / Engage Colorado
- + Founder -- TMO, llc / Technology Made Obvious
- + Business Services Lead -- iSupportU
- + Senior Manager of Digital Distribution -- Public Radio International
- + GSC Technologist -- Sun Microsystems
- + Instructor -- ITT Technical Institute

Service on Governing or Decision Making Boards:

- + Chair of Steering Committee -- YES on 2C for Boulder Broadband
- + Member - Board of Directors -- Boulder Flood Relief
- + Member - Community Affairs Committee -- Boulder Chamber
- + Director of Events -- Boulder Startup Week 2013

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

My interest in this position can be measured over a lifelong dedication to the library and its role in securing public access to information and knowledge resources. My commitment to serving on this board was sparked by my introduction to Director David Farnan. Our ongoing dialog explores the role of a modern library in continuing to serve as a conduit for knowledge & ideas, civic engagement, education and entrepreneurship. I am excited by the opportunity to help position the Boulder Public Library (BPL) as not only a hub in our community, but as a leading example of how other communities will model their libraries.

As a community developer serving Boulder's startup & innovative scene, I will contribute my experiences to the evolution of the resources, programs and services provided by our Library system. My pursuit of this opportunity allows me to engage stakeholders and advocates throughout my network here in Boulder and in various library systems around the country. As I collaborate with other startup communities in Kansas City, Austin, San Francisco, Chattanooga, New York and across Canada, I make it a point to also connect with the thought leaders shaping their library systems. I am finding a consistent theme in the library as critical center point in healthy, vibrant entrepreneurial ecosystems. Now is a fascinating time to take an active role in contributing to the development of the BPL here in my home community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In the midst of the 2013 Boulder Flood, I helped to organize community volunteers and coordinate an emergent relief group that became a 501(c)3 non-profit, Boulder Relief, Co d/b/a Boulder Flood Relief. Following weeks of volunteer efforts that provided significant benefit to our community, and after the flood waters subsided, the difficult work for our organization began--determining our future role and responsibilities to the community.

to interface with long term recovery efforts, local and national non-profits, community groups and relief organizations, I brought in outside moderation and expertise to help us develop an inclusive mission and vision for our team. I believe in the value of cooperative dialog and worked toward enabling this to happen. I continue to serve as a board member and collaborate with our Executive Director, Tiernan Doyle on ongoing works to further our mission.

Effective Actions:

- + Recognizing what wasn't being said or addressed
- + Navigating the commitments, dedication and special interests of stakeholders
- + Understanding the necessary responsibilities to create a viable and respected organization within the community.
- + Determining my own shortcomings in moving the dialog forward and asking for help from the team as well as outside counsel

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I prefer to avoid any conflicts--of interest or otherwise! I make it a point to position myself as a diplomatic and conscientious contributor to my community. We need less gatekeepers and more people holding the door open for those that follow.

As I involve myself in more aspects of this great community, I am aware that the potential for overlap exists. Should any conflicts arise--perceived or real, in interest or in action-- I will be cautious and conciliatory. As a personal point of guidance, I operate from a belief that it is better to fix a problem than to pursue blame. My time in-service on boards and involvement with organizing has taught me the value in transparency, honest dialog, and pursuing guidance from the proper wisdom available.

5. As the BPL, in parallel with main library renovations, reinvents itself as "The Place to Be", what are your ideas about what this means for library services, programs, and culture? *

In my ongoing dialog with fellow startup community organizers and catalysts, I am inspired by the role of the library in up-and-coming entrepreneurial cities like Chattanooga, Kansas City, Edmonton, Cedar Rapids and in larger markets like New York, Boston, and San Francisco. Particularly in forward thinking, innovative locales, the library is the center-point of community dialog, engagement and entrepreneurship.

I am thrilled at what is happening at the BPL. The steps being taken currently and the momentum building with each new announcement and recognized objective reinforce the good works already set in motion in service to long standing plans. The opportunities that emerge as a result further (re)define the identity of our modern library. I believe we are responsible to know our history and the intention of the vision that began us on this path. Equally, we must continue to challenge assumptions and explore beyond the status quo in service to not only our existing patrons, but to a new generation that will look to the library for services beyond what we currently consider the norm.

Already I see programs that encourage youth involvement around not just books and periodicals, but to maker- & hacker- spaces, performance space, and programs that extend or augment what's possible in our schools establish the library as a place of energy and ideas beyond just quiet stacks and stoic shelves. I am excited by the arts and cultural values that we can showcase through film, dance, thought leader presentations and lectures. When we look to broadcast Boulder, the first place on every list should be the BPL. My event organizing during Boulder Startup Week 2013 and most recently with Engage Colorado has taught me that space like the Canyon Theater are a rare and valuable find in a community that has so much to offer not only to itself, but to a broader national and world audience looking to learn from our leadership in areas like policy, innovation, sustainability, resilience and collaborative values.

I think we must continue to explore more ways to serve our community with access to the services and resources that foster greater involvement in our innovative community as well as creating forums to explore greater civic engagement and involvement as we embrace shaping Boulder's future.

Embracing these opportunities will test library structure, and certainly require adjustment to

services and internal culture. The library needs to stay relevant and current--to keep up with trends and recognize there are a myriad of access points for an information-hungry audience. It must also navigate deftly, the disruption to core services and audience. Not all new ideas will pan out, and not every existing service needs a phase shift. That is where the proper inputs from this commission as well as staff, patrons, management and the community are best incorporated into the whole of BPL's vision and plan.

6. What are your ideas about providing great library services to the community in a time of constrained revenues? *

Reflecting on my time in the startup scene, 'constrained revenues' are the norm, typically at the very moment when the best ideas begin to gather momentum. Modern organizations must stay nimble, innovate at every opportunity and 'fail fast'. I study metrics to gauge activity and identify patterns. I also believe in the value of dedicated, talented people empowered to shape the success of their organizations. We no longer live in a top-down world. The library, to me, has always been a place of ideas and possibilities. Where better to engage staff, volunteers, and patrons around a vision for its future?

The 2007 Master Plan defines Essential Services, Desirable Services and Discretionary Services. As a member of this commission, I will explore how the library community identifies their usage under these definitions and seek opportunities to collaborate, innovate, stay relevant and adapt the library to its customers. To that end, I am eager to partner with innovators, entrepreneurs and startups that will sponsor workshops and contribute curriculum for children and adults. The library is also a natural and attractive candidate for the increasing grant funding being made available for STEM education and workforce readiness programs.

In response to budgetary constraints, let's encourage lifetime library users to consider planned giving / estate donations. New methods of crowd-sourced donations and creative ways to incorporate charitable gifts from patrons. I am also encouraged by models of giving I see via the Community Foundation and the Entrepreneurs Foundation of Colorado. What undiscovered advocates for the BPL exist throughout our community?

If the model of a library continues to evolve, we can reach out to aforementioned library systems that are dealing successfully with these changes and share best practices. Referencing the work of others to inform ourselves is Library Science 101.

7. What are your ideas for improving library service in general, and also with a particular focus on innovation? What types of operational and physical changes should the library system consider, given the significant technological changes in how materials are accessed and read? *

The library will continue to self-examine its cultural identity in the face of disruptive change fostered by technological innovation. A digital divide exists between various demographics measured across the library population. This creates a point of transition between audience and how library materials and services are consumed.

The pace of technological change is dizzying. Any overly rigid plan will fail to accommodate new shifts of innovation. The classic programmer's challenge applies: Good, Fast, or Cheap -- choose any two, but sacrifice the third. The BPL may benefit from embracing methodology similar to Scrum / Agile development and explore Lean Thinking to many aspects of planning, monetary, or technology concerns.

Efforts toward a BPL virtual branch are timely and interestingly balanced with the emergence of new neighborhood branches. Opportunities exist to fulfill a value of learning and access to operational training. What was a traditional mission of literacy can and should be expanded to include technical and media literacy. The library can secure its role as hub of literacy, open access, and hands on knowledge educating and encouraging patrons to interface in person and online.

I am very interested in how to involve the SBDC in their new library headquarters around programming that introduces innovation in service to our future business starters, our at-home entrepreneurs and our young minds as they embrace innovation and engage the wealth of library house resources in service to enriching not only minds, but our local economy.

Lastly, the recent policy 'win' allowing greater exploration of Boulder's Broadband future through our municipal fiber optic network is a perfect point in time to position the library at the forefront fast Internet access for all in our community. I welcome any opportunity to present

and demystify the meaning of this 'network upgrade' and begin connecting our idea rich audience to the future it enables. Already we are seeing the Civic Area shape around ideas, art, information, culture and civic discourse--the building blocks of any innovative civilization.

8. Provide some specific suggestions that would improve the library's service to diverse populations. *

Existing programs sharing library services and resources with non-English speakers are a good and necessary step toward greater diversity. The multicultural outreach programs are a great springboard for further development and connectivity to diverse populations. Again, I see value in inter-organizational partnerships and look forward to exploring ties with Boulder organizations like Intercambio, the Latino Chamber of Commerce and the Community Foundation.

Diversity speaks to other demographics beyond language and race. The elderly home delivery program and proximity of the BPL to Boulder Senior Services suggests a correlation of programming outreach and services as well as ways to include this population in the oral history program. I also see avenues to further develop senior-teen programs around either the oral history program or technology education and transfer similar to the Technology Bridges program founded by Lee Shainis of Intercambio.

Engaging young people and recognizing a challenge in maintaining middle school to high school aged populations, the BPL can further its new maker-space and teen focused resources with programming around K-12 entrepreneurship. Successful entrepreneurs cite the need to encourage young innovators and foster earlier development of the necessary skills for idea exploration and execution. Such programs not only create thoughtful, engaged minds, but draw in the parents and friends of such dynamic young people.

Undeniably, the library is a de facto hub of human services. While many challenges persist here, having a clear and consistent approach will allow the library to guide patrons across their diversity of needs.

Finally, the library should be considered as a central aspect in the in the Civic Area Plan and explore all opportunities for introducing more people to the library--not only as a source for books and information, but for access to art, music, performances, ideas and community engagement.

**Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019**

Powered by Laserfiche Forms

Boulder City Council

2015 Boards and Commissions Appointment Guide

Open Space Board of Trustees

Council Action Requested:

Appoint one new member to a five year term through March 2020.

Current Members:

2019 Kevin Bracy Knight
 2018 Molly D. Davis
 2017 Frances Hartogh
 2016 Shelley Dunbar
 2015 Tom Isaacson

Occupation:

CU/Boulder Ecologist PhD Researcher
 Self Employed - artist, teacher, landlord
 Attorney and Legal Editor, Rocky Mountain Mineral Law Foundatio
 Business Owner/Sea to Summit
 Lawyer Howrey LLP

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Open Space Board of Trustees Applicants

Alan Boles
Boulder, CO 80302
Occupation: Lawyer

Dennis Sedlacek
Boulder, CO 80305
Occupation: IBM/AT&T/Retired
Programmer

Curt Brown
Boulder, CO 80305
Occupation: Retired/Department of the Interior/Director of

Mitchell Smith
Boulder, CO 80303
Occupation: Array BioPharma Inc. - Software Engineer

Michelle Estrella
Boulder, CO 80305
Occupation: VP/Product Management - Zayo Group

Jessica Yates
Boulder, CO 80303
Occupation: Lawyer - Snell & Wilmer LLP

Karen Hollweg
Boulder, CO 80305
Occupation: Semi-retired/Science and Environmental Ed

James Illg
Boulder, CO 80303
Occupation: Retired

Tom Isaacson
Boulder, CO 80301
Occupation: Lawyer Howrey LLP

Joel Koenig
Boulder, CO 80305
Occupation: Retired/Deloitte/Senior Partner/Executive Se

Stephen Lommele
Boulder, CO 80305
Occupation: National Renewable Energy Laboratory (NR

Mark McIntyre
Boulder, CO 80304
Occupation: Marketing Technologies, Sales Engineer an



OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/12/15

The Open Space Board of Trustees consists of five members appointed by City Council, each to five-year terms. The Board makes recommendations to City Council and staff on the acquisition and management of open space recreational facilities.

Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Alan

Last Name *

Boles

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-447-3280

Mobile Phone (?)

Work Phone (?)

E-mail Address *

alanboles@gmail.com

Occupation

semi-retired lawyer

Place of Employment/Retired

self-employed

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

26 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

B.A. degree

LLB degree

22 years working as a lawyer for the City of Boulder

membership on board of directors of The Early Childhood Council of Boulder County

membership on board of directors and service as chairman of Flatirons Habitat for Humanity

membership on board of directors and service as secretary of PLAN-Boulder County

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I hike and walk my dogs two or three times a week through Open Space property. Sometimes I have also biked through parts of them. They are a critical part of Boulder and the reason that many people want to live here. They are a unique treasure that we must cherish and protect.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

My wife and I had a series of disputes with our neighbor Mr. Mark Gelband over property maintenance and public accusations which were mostly resolved through the City of Boulder's mediation service. Mediation by skillful mediators can be very effective. The conflicting parties have to be convinced that it is in their best interests to resolve the dispute. Often they have to be kept apart until an agreement is within reach and all communications have to be channeled through the mediator. A certain degree of understanding of the other party's position has to be created.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

There are none of which I am aware. I believe that conflicts of interest should be handled according to the procedures in the Boulder Revised Code.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

The greatest challenge facing the Open Space program is the incredible amount of usage it gets.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

My top priority would be to purchase lands to control development. My next priority would be to purchase lands in the mountain backdrop, because that is truly a unique asset which cannot be replicated.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

My priority would be conservation of the environment. Access should be limited if usage is degrading the land, negatively affecting wildlife and plant habitats, or other users. Education about the adverse effects of usage would be necessary before limitations were imposed.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I would follow the "precautionary principle" i.e. that human disturbance of special habitats should be strictly limited if there is any question about its negative effects.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I have been a member of FIDOS in the past, although I cannot say that it has affected my thinking about Open Space. It seems to me that user groups which have the least impact on the environment and on other user groups should be favored over user groups that have more impact on the environment and on other user groups.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/10/15

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Staff Liaison: Cecil Fenio (720)564-2005

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Curt

Last Name *

Brown

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

US

Country

Best phone number where you can be reached

Home Phone (?)

303-494-6871

Mobile Phone (?)

Work Phone (?)

E-mail Address *

cbrown1902act@gmail.com

Occupation

Recently retired as Director of Research, Bureau of Reclamation, Department of the Interior

Place of Employment/Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

39 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

PhD in Social Psychology with an emphasis in decision and conflict analysis. 35 years in water resources planning, policy, and research. Just prior to being the Bureau of Reclamation's Research Director, I directed the environmental studies and public deliberation processes associated with the 3-state Platte River Endangered Species Recovery Program. I have wide experience in managing technical studies and public processes, working on highly political and conflict-ridden issues, development of major decision documents, inter-agency and Congressional coordination, development of training courses in public participation and conflict resolution, and guiding research to address important issues in the management of large scale infrastructure and related water, hydropower, and environmental resources.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have been a heavy user of OSMP for 35+ years, running, hiking, rock climbing, dog walking, birding, flowering. (My only claim to fame is having recorded the earliest Townsendia bloom --- in the last week of November!)

I participated in the public discussions over restriction of mountain bikes from the Mesa Trail corridor, provided input on access closures in the Bear Creek/Shanahan Ridge area and provided input during public review of the West TSA.

I have some awareness of the Board's workings through conversations with my friend Larry MacDonnell, who served on the Board, and from watching Board meetings.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

The most effective method depends upon the underlying causes of the conflict, whether they are differences in values, uneven distribution of costs and benefits (interests), disagreement over facts, basic interpersonal conflict, disagreement over process, or a combination. I have utilized everything from interpersonal mediation, to group facilitation, to joint fact-finding, to blue-ribbon scientific reviews (National Academy of Science) as means to address resources conflicts.

While Boulder is blessed with very strongly interested user groups who do not hesitate to advocate for their interests, we are also blessed with a wealth of both science and conflict management expertise to help guide disputes toward reasoned accommodations. We are also fortunate (thanks to the work of many) to have a very large and diverse array of OSMP lands and resources, which in most cases allows us to create opportunities for many kinds of recreation use and to segregate uses that are strictly incompatible.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no conflicts of interest beyond those that would affect any citizen of Boulder, such as in the way imposition of fees or restriction of access might affect any user of OSMP. I do not own property or any business interest that could be involved in any OSMP transaction. I do not represent or serve any official organization. I believe that any such interests such as these should be disclosed as a matter of course. I do not believe that such interests a priori disqualify someone from serving on the Board, but may require recusal on specific matters.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

OSMP is a mature organization with a strong planning process and strong statements of mission and objectives. I believe these and the associated general plans are a sound basis for managing OSMP resources. The organization has been dealing with an unprecedented event that has stretched its resources to the limit, and forced massive re-prioritization of activities. At the same time, it has still managed to move forward on several planning fronts. This speaks very well of the capabilities of the OSMP staff and leadership, and their ability be an adaptive organization.

There will always will be new technologies, new land uses, and extreme events that bring unexpected challenges, e.g., floods, fires, fracking, UAVs, new invasives, etc. The key role of the Board is to help OSMP meet new issues in an open and inclusive fashion, while ensuring that the core mission and related activities remain strong, and do not get diluted too much by "the latest thing".

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

I'm not sure that it is meaningful to state priorities in such a broad way. My inclination is to prioritize land management actions (acquisition, leasing, easement, etc.) based on the extent to which each candidate parcel serves established OSMP objectives in a given area, the current risk of loss or significant degradation of the parcel (and, hence of those objectives), and the cost of the action including long term O&M. In some areas, buffer may be a limiting factor, while in other areas, riparian ecosystem may be most threatened.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Obviously, almost every parcel of land serves multiple purposes and uses. In some areas, a particular aspect of the parcel may be critically important, due to scarcity, value, or regulatory requirements (e.g., critical habitat), and therefore require special protection from certain kinds of uses. For example, OSMP has spent considerable effort to relocate trails from riparian areas because riparian nesting birds are viewed as a critical resource. Raptor nesting areas are seasonally closed. In some cases, two kinds of use are viewed as incompatible from a safety standpoint, such as high-density pedestrian use and mountain bike use.

Wherever closure is needed, whether temporary or permanent, it's important that (1) the need and benefit of the closure be supported to the greatest extent possible by sound data and analysis, (2) the analysis and rationale be communicated clearly to impacted users, (3) the closure be as limited as reasonably possible, and (4) alternative access opportunities be provided or created to help mitigate the loss.

In some cases, good data will not be available and some closures will need to be made based on professional judgment about the need and benefit. In those cases, it is highly desirable to initiate either research or monitoring to strengthen the basis for future closure decisions. These activities also provide an excellent platform for public participation and citizen science.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I think my views are addressed in #7.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I have been a member of Audubon except during my work on the Platte Recovery Program when I dropped membership because Audubon was one of the key stakeholders in the process. My views about OSMP management are shaped mostly by many years using OSMPs for many recreational purposes, together with my professional work in resources management.

I think that OSMP has done a good job using multiple approaches to reduce use conflicts:

1. education
2. certification
3. segregation
4. closures, temporary and permanent
4. fitting uses to resource capacity
5. providing forums and planning processes that encourage expression of concerns and preferences.
6. maintaining active outreach and relationships with stakeholder groups.
7. supporting broad community education and volunteer programs

resources, the views of other user groups, the constraints on resource use, and ways to avoid conflicts and resource damage. They also instill in the public a stronger sense of ownership of the resources and their management.

In general, OSMP users are a highly educated and resource-oriented group. In my many years in the mountain parks and open space, I have only had a handful of negative interactions with other users, most of which were resolved by helping them understand both the impact of their activities on others, as well as the other opportunities or locations for them to pursue their specific interests.

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Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019**

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/11/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Dennis

Last Name *

Sedlacek

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-499-4508

Mobile Phone (?)

303-330-4158

Work Phone (?)

E-mail Address *

dfsedlacek@yahoo.com

Occupation

Retired programmer

Place of Employment/Retired

IBM/AT&T

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

47 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)?*

Thirty two years employed with IBM in Electronic Development and programming, with a degree from Metro State in Electronic Engineering. I have been involved in many decision making meetings while employed by IBM and various other companies I worked for after my retirement from IBM.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I do not have any experience with this board or the services it oversees. I greatly appreciate the open space concept which has limited growth in Boulder and kept property values high. It has also afforded an opportunity for outdoor recreation such as hiking, running , bicycling, wildlife viewing etc.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In my employment with IBM many time in meeting there came up issues that could be resolved in different ways. I alway tried to look at this and try to find a middle ground approach, especially where there were good ideas on both sides of the issue.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not feel I would have any potential conflicts of interest with respect to the work of this board. I am in favor of expanding open space when ever an opportunity comes up. This would always have to be reconciled with financial availability for expansion of this concept. I also feel that the use of open space area could be expanded to other recreational activities such as target shooting, skeet/trap shooting, and even hunting, if a means could be found to guarantee safety. I know of other open space areas such as in Jefferson county, where hunting is allowed with the idea that other recreational activities are curtailed or limited during these times.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

The greatest challenges I see facing the Open Space Board of Trustees is the limited financial resources avaiable to continue to expand the open space concept. As a member of the board I would like to see expansion of the recreational activities avaiable to the public on the current open space areas, such as target shooting, skeet/trap shooting, and even hunting, if a means could be found to guarantee safety.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

My priorities in purchasing open space would be: buffer areas, agricultural land, mountain backdrop, trails, tributaries, high quality native ecosystems and small in-city parcels,

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

My management priorities for managing Open Space and Mountain Parks lands are to guarantee access to all segments of the public, even for activitees that are not currently allowed. Open Space access might need to be limited where there might be a situation where it may be considered dangerous to be in certain areas of open space property, including activities such as hunting, skeet/trap shooting, target prectice etc. if this were allowed, This might best be accomplished by limiting certain days for general access to open space areas. Days when these activities were allowed, would be posted with large signs, so that the general public would be informed where the safest areas were. I do not believe general access to

open space areas should be disallowed, but the public should be informed where these activities are going on.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Circumstances where access to portions of Open Space would need to be limited, would be when wildlife are mating and/or young animals are being born or nesting is going on. This might best be accomplished by posting signs at access points to inform the public of this situation. Also this information should be available on the open space web sites. As I mentioned before, if other activities were allowed, such as target practice, hunting etc, This would be a situation where access to Open Space would need to be limited or at least this information would be readily available.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I currently do not belong to any recreation and conservation groups. I have been a citizen of Boulder Colorado since 1967, and I feel I need to be part of this community by being involved and not just sitting on the side lines. I believe conflicts among user groups such as hikers, bike riders, dog walkers, etc. would best be resolved by having representatives of these groups voice their opinions. Maybe if there could be no common ground, then certain days could be designated as hiker days, bike rider days, dog walker days or other activities days and certain days would be considered general public days when every one would have access. If certain people were aware they would have total access they could use these days.

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Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/05/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

James

Last Name *

ILLG

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-408-1184

E-mail Address *

jimillg@hotmail.com

Occupation

Retired

Place of Employment/Retired

Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

Seven years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My education is in the sciences and I've spent the majority of my work life with the National Oceanic and Atmospheric Administration (NOAA) where I worked closely with scientists throughout my career. While not a scientist myself I was constantly on the periphery of research and often in a position where I had to liaison closely with researchers from multiple disciplines. I have sufficient working knowledge of enough fields to comprehend most any presentation or discussion. This should serve me well as a potential trustee because science is an important aspect of our management decisions for Open Space.

My post-graduate degree is in geography and it is with the perspective of geography from which Open Space should be viewed and considered. The role of Open Space to the city of Boulder as an entity, and also to its residents, is not exclusively as landscape or natural area, nor can it be viewed exclusively as a playground or urban backdrop. I see our Open Space as a geographer that sees both the cultural and natural aspects of these lands as inseparable.

Thanks to training as both a student and instructor with the National Outdoor Leadership School (NOLS) I have a grounding in Leave No Trace ethics. My activities with the American Mountain Guides Association (AMGA) and Boulder Climbing Community (BCC) have proven to me that resource protection and recreation can coexist.

Education:

BS in Environmental Studies (concentration in plant and forest biology)

MA Geography (concentration in land use analysis)

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I've observed and sometimes directly interacted with OSBT as a board member of FIDOS. It was the WTSa that first got me involved and the evolution of the voice and sight program which has kept me involved. OSBT is a high profile board dealing with contentious issues about which various user groups feel very passionate.

The competition between user groups and the seemingly contradictory roles of Open Space (preservation of habitat vs. preservation of recreation) has polarized this entire topic. It is the role of OSBT to tread the middle ground whenever possible and attempt to defuse disputes between citizens. Trustees cannot choose all or nothing and side with the recreation contingent and open up all parcels to all forms of recreation. Conversely, trustees cannot side with the conservationist contingent and fence off all parcels. Every issue that comes before the board must be considered not as a completely discrete topic, but instead as part of the whole issue in which preservation of habitat is balanced with preservation of land for passive recreational use.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As NOAA's Scientific Support Coordinator for the Gulf of Mexico region, I worked with state officials such as emergency response managers and also resource protection specialists from five different states in the region. As part of routine planning for responding to oil and chemical spills in the marine environment, I represented both NOAA and the US Coast Guard on each state's respective Area Planning Committee and on a Gulf-wide effort. It was on these panels where we prioritized deployment of limited cleanup resources and made tough decisions on priorities of protection and for cleanup response. For instance, the wildlife biologists and ecologists could think only of protecting the mangroves of Louisiana while the Mayor of Gulfport, Mississippi could think only of protecting his revenue producing white sand beaches. Neither side of the debate is being selfish or unreasonable. They're all just protecting what they're responsible for and value. Only by luring both sides out of their entrenched positions was I able to make each see the merits of the other's argument and make concessions to one another. This sort of negotiation went on with most every representative at the table. Together we reached consensus and produced a set of environmental sensitivity index maps for the entire Gulf coast which is the framework still used today for restoring coastal resources.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am a board member of both FIDOS and the Boulder Climbing Community (BCC). I don't think that either of these affiliations constitutes a conflict of interest. Since I realize, however, that the appearance or suspicion of a conflict of interest is damaging enough due the potential for loss of the public's trust, I will resign from FIDOS if appointed to OSBT.

As to how any further potential or perceived conflicts of interest should be handled, I think it's enough to publicly state the existence of a possible conflict of interest and be willing to answer such questions on the topic. It seems to me that it would be very rare that any conflict of interest could be of such a degree that I would have to excuse myself from the deliberations of the board.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

Surely the greatest challenge facing OSBT is reconciling the different visions of the public, OSMP staff and city council for the purpose and uses of Open Space. The Open Space charter outlines two main purposes for these public lands; 1) utilizing the land to shape the geography of Boulder, and 2) preservation of the land for both passive recreation and for its value as habitat and its role in maintaining biodiversity. It is this preservation element that is the point of contention among the various user groups. Our disagreement regarding the perceived contradictory mandates of the Open Space charter is what divides us and promotes disunity within our community. I reject the notion that preservation of flora and fauna cannot coexist with the use of Open Space for passive recreation. These two goals are not mutually exclusive and I believe are often complementary. Preserving Open Space for its value as habitat or as a complete ecosystem doesn't mean we can only enjoy these lands from afar. I believe enjoying Open Space through the various forms of passive recreation promotes a sense of ownership in our community. If we have a sense of ownership towards this resource then we want to see it protected and sustained. This includes approving future ballot initiatives for the continued maintenance and possible acquisition of additional Open Space.

Recommended Policy Changes:

- 1) Every parcel of land being considered for acquisition must be evaluated for its recreation potential in addition to its value as habitat. The topic must be addressed. If the parcel is deemed as especially rich in biodiversity or its habitat is in some way unique then perhaps recreation is to be allowed in only the most restrictive form, but the topic must be addressed directly.
- 2) The recently acquired Joder Ranch was described as "pristine habitat" by the former Director of OSMP. This led to the parcel's designation as a Habitat Conservation Area and thus authorized for only the most restrictive access. This characterization of pristine habitat is problematic. In my research I find it has no meaning in ecology. (The phrase pristine environment is sometimes used but that means habitat in a state that predates humankind.) We live in a city where science and the environment is almost religion yet we too often categorize and regulate our Open Space without sufficient scientific grounding. I think we need to execute better science when considering the management of these lands. This includes a full characterization of the flora and fauna of a site under consideration as well as an evaluation of its historic use and level of disturbance.
- 3) City Council must work with, and pressure if necessary, Boulder County Commissioners to allow off-leash dog access on more of their Open Space parcels. This would relieve pressure on city Open Space and reduce the amount of driving and congestion within the city since county residents would have other more nearby options for voice and sight access. This increased availability would reduce the incentive for dog guardians to drive into Boulder from surrounding communities. County Open Space parcels are generally more remote and less visited and would be ideal for expanded access. In short, the county is not bearing their fair share of use.
- 4) Our city and OSMP could do better in efforts to reach out to the public and directly contact the regular users of trails which are being considered for changes in designation (e.g. voice and sight to on-leash only). It is not enough to post a notice in the Camera or on a website, etc. To my knowledge, such changes are not explicitly posted at the point of service, the trailhead, and residents are too often unpleasantly surprised when they arrive one day at the trailhead for their routine walk and find that seemingly overnight the trail regulations have changed. This serves no one, nor our community overall. It only generates hard feelings and

distrust when people think that regulations are being imposed upon them without having had the chance to participate in the process. Kudos to OSMP staff for posting signs at trailheads about the revised voice and sight program. This is the model for what should happen to any trail under review for changes in its management.

5) Increase the number of Open Space trustees to seven from the current five. I think the workload demands it. It seems inconsistent to me that PRAB has seven members while OSBT just five since OSBT has to deal with a tremendous level of public contact, replying to emails, site visits, etc. due to the higher profile of their deliberations.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

Developing corridors between Open Space parcels should be our priority. Corridors due to their linear nature have been proven to be of tremendous value to wildlife despite their relative small total area. Plus, they allow hikers and other users to string together smaller parcels to make longer hikes with more neighborhood access.

I think purchasing former agricultural and ranch lands is a way of preserving not just habitat but also our western heritage and also being well suited to passive recreation.

In-city parcels seem to me more suited to be purchased and managed as urban parkland rather than included in the inventory of open space.

I would like to see us pursue acquisitions with an eye towards expanding recreation access for our ever larger community. I have only a layman's understanding of what through urban planning we are doing to reduce the 60,000 daily commuters into our city. If I understand correctly we're encouraging the development of more medium density residential complexes in an effort to increase available and affordable housing in an effort to get some of those 60,000 commuters to move into the city rather than commuting into it. We assume probably accurately that if given the chance many people will take this opportunity to embrace an active lifestyle in a socially and environmentally aware city with wonderful amenities; the Boulder lifestyle. For many of our target residents, having a dog in their life is part of what they envision as their version of the Boulder lifestyle. Do these medium density residential complexes offer sufficient green areas for walking and playing with their dogs? Is the management company or HOA more likely to make a fuss over pee spots on the lawn rather than encouraging residents to come and enjoy the common areas with their dogs? If we really want to make Boulder appealing to a target demographic then we should welcome them as well as their dogs with sufficient recreation areas where they will feel welcome and not out of place.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

The question of management priorities to me implies the necessity of choosing between all or nothing for preservation of environment, and all or nothing for preservation for passive recreation. These two mandates can co-exist.

As I wrote above we need to reduce pressure for city open space by expanding similar opportunities on county open space. Also, we need to embrace more temporal separation of users of open space. On the more popular parcels hikers would enjoy access seven days/week, however, bicycles when appropriate and hikers accompanied by dogs, could be limited to particular days. We will have to be equitable in our distribution of the calendar. For instance, voice and sight compliant dogs aren't allowed on either Saturday or Sunday on the Upper Big Bluestem trail. This effectively means that only residents who live nearby get to hike that trail with their dog off-leash. Others living further afield whose distance makes it impractical for them to reach the trail after work and before dark are effectively shut out of enjoying that trail.

We're too often falling back on the principle of exclusion as we slice and dice Open Space for particular user groups. This does not promote a sense of ownership and it jeopardizes community support for the long term sustainability of Open Space. It is not necessary for city council or OSBT or OSMP to referee every encounter on these lands. In every aspect of our society we have these potential conflicts yet we don't feel the need to settle every dispute through additional regulation.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I'm not being facetious when I say that I don't know what is meant by 'wildlife areas' since wildlife is found throughout the system. A wetland area, however, is a distinct ecosystem requiring a relatively high level of protection due to its biodiversity and its relative scarcity in the Front Range. Such habitat could support properly constructed trails but access to all users should probably be limited to on-corridor only. The designation of any habitat, wetland areas included, should be based on actual scientific sampling for species present and an assessment of the history and level of disturbance of the particular parcel. We must stop relying upon anecdotal accounts of OSMP staff and the public to categorize and makes management decisions for our Open Space. OSMP has being too reliant on studies done elsewhere for different habitats that bear very little resemblance to our public lands and our unique goal of balancing preservation of habitat and preservation of recreation access. Let's do our own science!

To complete my response to this question I will say again that I think agricultural lands are especially suited for the most liberal forms of recreation access. I would like to see a sizeable parcel designated as a dog park similar in scale and interest to Seattle's Magnuson Park nine acre off-leash area. Our city's dog parks are a good effort at offering an alternative to walking dogs off-leash on Open Space, but they are generally sterile and uninteresting to both dogs and their guardians. A more linear dog park sliced from an agricultural parcel would give people a chance to have their dog off-leash while chatting with friends as they walk the trails. This could relieve congestion on other city trails. Jefferson County's Elk Meadow dog off-leash area and Westminster Hills' dog park are examples of dog parks that bridge the gap between Boulder's modest dog parks and true Open Space.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I've been involved with conservation groups since college and have been a member of several over the years. These days I've shifted most of my philanthropic support to social and humanitarian causes and to organizations that advocate for domestic animals and those that focus on rehoming abandoned and surrendered pets. The conservation group I most remain committed to and supportive of is SUWA, the Southern Utah Wilderness Alliance. I previously lived in southern Utah and have seen firsthand the pressures on the region's unique Red Rock landscape.

The Access Fnd (AF) is an example of a recreation group of which I'm a member. I've been a member as long as I've been climbing. AF is a climber advocacy organization that balances the twin and complementary goals of maintaining and expanding access to climbing areas while ensuring their protection and sustainability through stewardship by their users; we climbers. The Access Fund's mission is not so very different from what I envision as our challenges for our Open Space. Preservation of access for recreation and preservation of the resource are compatible. The local affiliate of the Access Fund is the Boulder Climbing Community (BCC) of which I'm a board member. It was the BCC's professional trail crew, the Front Range Climbing Stewards, which repaired and reopened the Royal Arch trail.

Our system of Open Space already offers three levels of protection; recreation areas, natural areas, and habitat conservation areas. Within these differing levels of protection there is room to accommodate all users while ensuring the preservation of Open Space. There will always be tension amongst users of these public lands. Our trail system is a microcosm of Boulder. It is unrealistic to believe that people will leave their attitudes, their differing opinions and their competing visions for Open Space at the trailhead. It is not the role of city government to soothe all hard feelings and enforce some sort of 'no scowling at others' policy on Open Space. It is enough to provide a basic framework of rules and societal expectations where users can play nice together while caring for and loving our shared lands, which is at least one common bond amongst users.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019



OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/11/15

The Open Space Board of Trustees consists of five members appointed by City Council, each to five-year terms. The Board makes recommendations to City Council and staff on the acquisition and management of open space recreational facilities.

Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Jessica

Last Name *

Yates

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-328-8564

303-634-2097

E-mail Address *

jyatesatwork@yahoo.com

Occupation

Lawyer

Place of Employment/Retired

Snell & Wilmer, LLP

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8.5 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I spent my first career in public policy and public administration (M.A.), working for a non-profit in policy research, then four years in local and federal government. I understand first-hand the challenge that government faces in deciding policy issues that cut across competing interests. For example, I worked on the (still) hotly debated HIPAA regulations, which required balancing of privacy interests with economic interests. I can appreciate the role of government (compared to advocacy) in performing that function.

I also am a practicing lawyer with a J.D., and while in law school was president of the Virginia Environmental Law Forum and published in the Virginia Environmental Law Journal, and took courses in environmental law and land use. I had a summer internship at the Natural Resources Defense Council while in law school. In my private practice, I practice real estate law and litigation, and have an understanding of exclusive and non-exclusive rights-of-way, easements (including conservation easements), and property acquisition and disposal.

I have served on the Transportation Advisory Board five years, the last two as chair, and am ending my last term. I also served on the one-year Capital Investment Committee that prepared recommendations to Council regarding the successful 2011 capital bond ballot measure.

I currently serve on the board of the Colorado Health Foundation, a \$2 billion grant-making organization that hopes to make Colorado the healthiest state in the nation. I am in my third year of service, and am chair of the Policy Committee.

I also serve on the board of Open Boulder, a relatively new non-profit in Boulder that is interested in increasing interest in local governance. In that capacity, I have tried to meet with individuals and mentor them in the process of applying for boards and commissions. I have not been involved in Open Space issues on behalf of that organization.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I am a regular hiker and runner on Open Space with my dog Daisy (a proud holder of the new "Blue Tag"). I dipped a toe into the West TSA process by attending some OSBT meetings and the final Council meeting on the subject, which was contentious and discouraging. The West TSA may have started with good intentions, but it pitted recreationalists against conservationists and user groups against each other, and I found no place for my voice (recreationalist or conservationist? I'm both!) in a zero-sum game. In contrast, I took the new "voice-and-sight/blue tag" class for my off-leash dog late last year, and the staff presentation and engagement focused on Open Space values common to dog guardians and non-dog guardians alike. These communications highlighted that positive, unifying public engagement is both possible and effective.

My interest in serving on the Board was sparked more recently by the departure of current leadership, which provides an opportunity for change in perspective and direction on how the public is engaged in Open Space issues. Preserving the amazing assets of Open Space depends on public "ownership" over the values that created Open Space. The con-rec "divide" often reveals a generational divide too. If Boulder wants to make sure that conservation values are perpetuated and that Open Space – even non-recreation areas – are valued 30 years from now, it needs to make sure that younger generations embrace those values. Which means a new way of engaging the public around Open Space issues.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I deal with disagreements or conflicts both as a lawyer in private practice and as chair of TAB. In TAB, I have looked first for common ground so the Board can provide a unified voice on an issue. To accomplish that, sometimes compromise is needed, and often the best way to accomplish compromise is to focus on honoring the public process rather than getting highly invested in a particular position. For example, even if someone believes strongly in a particular position, if it hasn't been vetted by the public, then now OSBT not be the time to

advocate for that approach. Focusing on whether process has been honored can both re-focus board members to their public service and drive members to a middle ground and unified voice.

There are many examples I could provide, but the TAB support for the transportation sales tax measure on the 2013 ballot provides a concrete example. Most board members did not favor a sales tax as a financing mechanism for operations and maintenance, but they also understood that the public process had brought the issue to Council, which desired a sales tax approach, and it would not foreclose other alternatives in the future. I helped facilitate discussions to find this common ground and gain consensus for support.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Although I am a lawyer in private practice, I do not believe I am likely to have any professional conflicts of interest with the board. My legal practice typically does not involve representation of landowners in Open Space acquisitions.

I also do not believe that I have any personal conflicts of interest, as my other community involvement is not focused on Open Space issues. To the extent such issues arise, I am committed to exercising my obligation to the public to act as a trustee for the Open Space Board, setting aside any "advocacy" positions to which I have been or will be exposed by community groups in the future. I have done so during my service on TAB and I believe I can be faithful to my public obligations. In terms of how Board members generally should act on potential or perceived conflicts of interest, I know that the City Attorney's office is a helpful resource for evaluating and reporting potential conflicts, and Board members should be upfront about any potential conflicts and err on the side of recusal if there is any doubt.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

There are a number of significant challenges facing OSBT, all of which also present opportunities if managed correctly.

The North TSA process is on the horizon, and various user groups already are staking out their positions. OSBT must act "early and often" to create a process that is community-building rather than community-dividing. Rather than use the West TSA as a "template," the North TSA process provides an opportunity for OSMP staff and community leaders to reflect on "lessons learned," and acknowledge that very different land and uses (agricultural, for example, plus proximity to housing in Wonderland Lake) should give rise to different priorities.

Another significant challenge is the transition to new leadership. It is truly exciting that the City has embarked on a national search for the new director. The challenge – and opportunity – with such a change is to bring a new director up-to-speed with the substance of Open Space policies and priorities, while being open to the opportunity to learn from a new leader about what has worked/not worked in other areas of the country. Shifts in organizational culture usually create some growing pains but can be very helpful in the long run.

Yet another challenge is deciding the appropriate focus on acquisition of new property versus managing existing property more effectively. Both priorities require resources, but acquisition dollars and O&M dollars are not equally available. Conservation easements can be a helpful tool in a resource-constrained environment, but are not necessarily the right tool for all areas.

In terms of "policy changes," I would humbly suggest that it isn't that "policy changes" are needed, but instead new approaches to implementing Open Space values. Debates over use of the habitat conservation area ("HCA") designation are not usually a debate over whether the habitat is sensitive or worth preserving, but instead reflect concerns over access. Accordingly, the HCA designation shouldn't be used as a blunt instrument but instead more like a surgeon's knife: careful, methodical, data-driven, with a willingness to evaluate and implement exceptions to access and use as needed. The HCA designation process has at times been perceived as a hammer to which the public feels uninformed. With a new director, there also is a good opportunity to emphasize a methodical and transparent process to evaluating requests for HCA designation.

Likewise, the Visitor Master Plan has been invoked as both a sword and a shield for justifying

a variety of policy positions advocated by user groups. Having just finished the process of updating the City's Transportation Master Plan, I fully appreciate and value the need to honor the process that went into the VMP and the priorities that it sets forth. However, the VMP also embraces "adaptive management," and recognizes the need to continually evaluate changing circumstances, and the response to last year's flood is an excellent example of re-prioritizing in the face of change. Testing future policies against the VMP will require a balancing act to maintain the integrity of the plan while being open to new data, information and public input. And OSMP needs to remain committed to evaluating what has worked, and what hasn't worked, under the existing VMP. The existing monitoring and evaluation standards may need to be revisited in light of experience, revised policies and changing conditions.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

All of the land examples in this question have potential value to advancing Open Space goals, and each parcel should be evaluated on its own terms for relative merit, taking into account opportunistic acquisitions. For example a particular property offering a high quality native ecosystem may be higher priority under the VMP than a given small in-city parcel, but if the in-city parcel is being offered for sale at a particularly good financial value for the city, it may be elevated in priority.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

"Management" presumably includes a range of activities and operations, from visitor education, to signage, to trail maintenance and patrolling, as well as policy-level management, including exploring new or revisiting existing HCA or related designations. The priorities will vary depending on whether a TSA plan has been accomplished for a given area, as well as the intensity of visitor access and use in a given area. As a general observation, though, good management is as important as acquisition, and OSMP should continually be collecting data, research, field observations and other studies from all of its areas to ensure that the management approach being used is appropriate, or whether changes are needed.

Access issues are a key part of management, and OSMP already identifies times of year and specific corridors or areas where access needs to be reduced or eliminated for wildlife or habitat reasons. These are generally appropriate, but sometimes inflexible. For example, raptor closures for climbing access make sense, and OSMP should follow the lead of the National Forest Service and Colorado State Parks, which also implement raptor closures, and also monitor the end-date for the closures so that it can be ended prematurely or extended as necessary for appropriate protection in nesting season. Likewise, bear activity on-leash restrictions for dogs make sense on certain trails, but there may be years when it is unnecessary for a given trail, or perhaps should be extended if fall is exceptionally warm and the bears are entering hibernation later.

The HCA designation is also a tool for limiting access, often appropriately so for sensitive habitats. As noted elsewhere in this application, the HCA designation should be a data-driven process, rather than a political one, and should be a tool focused on habitat preservation rather than necessarily focused on limiting access, although that may be a byproduct if deemed necessary.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Mere proximity of public to wildlife and wetlands areas and agricultural lands does not tell us much about what appropriate access should look like. I would suggest using objective measures regarding conservation and data regarding both the area in question and the public use trends in the given area. "Impact" is simply too vague. Impact on sensitive, unique habitats with a higher likelihood of biodiversity, such as certain wetlands, is different than impact in other areas. By looking at data regarding potential impact, ideally with a nexus to nationally-accepted standards, the community can better understand the trade-offs that are made by limiting access. In contrast, it is harder to explain trade-offs that appear to just pit one user group against another. With respect to agricultural areas, there is necessarily impact from agricultural use, some of which has the potential to be quite significant, such as cattle grazing in stream and wetland areas. Access issues might not even be the predominant concern. While the potential for interactions between livestock and visitors need to be managed, those who lease Open Space for agricultural use will have different expectations

that also can be managed to accommodate recreational users under certain circumstances.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I have made donations or subscribed to mailing lists to various groups over the years, some of which might be considered conservation-oriented (for example, donations to Sierra Club, Defenders of Wildlife [including giving “adoption certificates” to the kids of my friends], Nature Conservancy, worked for a summer in law school with the Natural Resources Defense Council) and some of which might be considered recreation-oriented (for example, the Access Fund, Open Boulder and FIDOS). I haven’t been regularly affiliated with any of these organizations, except that I am still affiliated with Open Boulder, but I don’t consider it a “recreation” group per se. Open Boulder is interested more in a change in governance procedures in many aspects of government to be more inclusive, including but not limited to Open Space.

The tension between recreation and conservation is in many ways a false dichotomy. Every person who chooses to even hike in Open Space is using trails and having an impact. Almost all recreationalists also are conservationists who want to ensure that habitat is preserved and that trails are maintained well for future generations. That false dichotomy has been the starting point for many debates about Open Space, but inappropriately so, and it pushes people toward zero-sum positions rather than starting with their common goals and finding commonality. A change in leadership in the Department hopefully will recognize that this is not a dichotomy, but a prism with much opportunity for common ground. Yes, there will be difficult decisions and trade-offs, but the best way to advance conservation goals is to have the community at large take ownership of those goals, rather than making the outcome dependent on political battles. Political battles can result in arbitrary decisions that may be overturned when political winds shift. Community ownership provides stability and long-term support for the decisions that are made.

Regarding “conflicts,” I always have been amused by the use of this term in Open Space. In transportation, user conflicts result in serious injury or death. But no one in Council, TAB or staff suggests that cars don’t belong on roads. Instead, everyone recognizes that a multi-user system requires regulation – some of which will require exclusive uses in certain areas, or possibly temporal restrictions regarding certain days of the week or times of the year – but also requires public education, and leadership that promotes tolerance and understanding to keep ensure that everyone has a safe, enjoyable experience.

**Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019**

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

01/19/15

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Staff Liaison: Cecil Fenio (720)564-2005

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Joel

Last Name *

Koenig

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-979-1104

E-mail Address *

joelkoe44@gmail.com

Occupation

Reired senior partner of Deloitte(30 years); retained executive search consultant(20 years)

Place of Employment/Retired

retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

4 years, 10 months

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

BS, Business Administration, New York University; joining the Board of Colorado Alliance of Environmental Educators. Ex Chairman, Children's Institute(a Los Angeles not for profit with 400 employees focusing on abused infants). Chairman of the Community School-a Los Angeles Charter School. President of Lake Crest Estates Homeowners Association in Atlanta. Board member of United Way in Atlanta.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I visited Boulder more than 100 times before moving here to be near my daughter, 3 grandsons and son in law. My appreciation for Open Space intensified when I became a full time resident.

I have been an active volunteer for OSMP with more than 400 hours in 2014 including:

Volunteer naturalist

Trail Guide

Bat Monitor

Numerous projects(more than 20 in 2014) including trail building/repairing, flood repair, seed gathering, participating in special events including the Dog tag program and Dino Day

Informal pro bono consulting with Mike Patton regarding hiring and recruiting best practices

Cure organic Farm--planting, cultivating and harvesting

Black Cat Farm--planting

In the past 2 years I have attended more than 10 OSBT meetings and the latest one that was televised.

As a result of my immersion in OSMP I have become a zealot regarding all things environmental. I have gained the utmost respect for all the good work by the OSMP staff.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

When we developed the plans for the Charter school in Los Angeles(I was Chairman) the primary motive was to integrate 2 segregated elementary schools which were less than 1 mile apart-one white and the other African American. We believed this would enhance the education of the students. There was extreme opposition from some in the white community and some in the African American Community. After 3 years of anguish, meetings, tears we developed a compromise. The existing 2 schools would remain in place and we created a new campus for those children who wished to be part of our new charter school--The Community School--our motto was " Different but the Same". Our logo was the tree of life. I am proud that the school continues to thrive after after it's founding more than 35 years ago. My 3 children(now in their 40's) who attended that school are wonderful examples of the benefits gained from this school.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As a result of my significant volunteer activities I have spent innumerable amounts of time with dozens of OSMP staff--from Mike Patton, Jim Reeder, Dave Kunz to the lowest level employees on the trail crews. Having had this interaction enhanced my perspective and views of Open Space and significant issues. Importantly, I am totally objective and have formulated my own thoughts independent of those of the staff. I am my own person.

Also I have led and managed significant organizations in my business career, especially at Deloitte where I had more than 5,000 employees in my business unit. I have had to make many challenging decisions in my 50 year business career including personnel matters.

I do not perceive there are any conflicts related to my Board candidacy. If there are any potential conflicts of Board members in the course of business they should be discussed fully in an open forum, but with the counsel of the Boulder City attorney.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

A reminder of the OSMP Mission-" Preserve and Protect the The Natural Environment and Land Resources that Characterize Boulder". Each time a significant decision is contemplated we should always refer back to the Mission Statement and ascertain if we are being faithful to that mantra.

Obviously the population of Boulder has grown significantly since the development of that Statement. Also the land under management and ownership has increased significantly -now at 45,000+ acres.

As the population increases and demographics change we are faced with the "push/pull" of the recreational enthusiasts who would like more trails for biking, hiking, etc and those who wish to preserve the ecosystems. In many respects this is a Solomon like challenge.

In my view we should rely extensively on staff recommendations, after careful review, as to the increase in recreational activities. The recent discussions vis a vis the Joder property may be a good example. We need to insure that the public fully understands the ramifications of all development activity, or lack thereof.

I don't perceive any policy changes related to these matters. It is critical that OSMP communicate clearly and often concerning the rationale for decisions.

My bottom line--we live in an area with wonderful, but fragile ecosystems. If we destroy or negatively impact systems there is limited opportunity to reverse course.

While I am active recreational user of the system I am mindful of the aforementioned challenges.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

This response is in concert with my previous thoughts in question 5. First--small in-city parcels should be under the purview of Parks and Recreation.

With regard to agricultural properties I have witnessed first hand the significant benefits in managing/owning organic farms. such as Cure and Black Cat. They enhance the land and provide the community with special products. To the extent farms become available I would support those acquisitions.

Finally, if properties enhance the viability of existing ecosystems they would be appropriate acquisitions.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

The 5.3 million people and 2+ million dogs obviously can be a severe strain on the system.

Trails are closed when they are muddy(as is the case now in the south system--Dowdy Draw, Spring Brooks, Goshawk, Marshall Mesa, etc). Also from time to time trails are closed for repair such as Sanitas Valley currently. The public generally accepts these closures--with a few exceptions.

The capacity of parking lots are also a constraint and self regulator, including South Mesa, Dowdy Draw, Sanitas.

If staff determine there may be serious damage to over use, those trails may require a ranger to be present to limit access. Again clear and frequent communication are critical.

Chautauqua Meadows is an obvious example of the negative impact of over use and disregard of the trails by the public--the numerous social trails. The damage to that area is a leading indicator of the potential serious impact to many other ecosystems. I volunteered on a few projects with the Bridge House Ready to Work crews and saw first hand the damage these social trails caused.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I am particularly concerned about the wetlands since 80% of the wildlife utilize that important resource. Again, based upon staff study, we may have to place restrictions on the volume of use in the riparian areas.

As was documented in a CSU study commissioned by Open Space some wildlife are negatively impacted by significant human activity on nearby trails. Again, we have to be super sensitive to these animals who are a critical part of our ecosystem- we are visitors to their home. Perhaps some of those trails have to be re routed or in the worst case closed.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I will be serving on the Board of Colorado Alliance of Environmental Educators. My extensive

volunteering at OSMP(previously enumerated) has framed my thoughts as disclosed in answers to prior questions.

My experience with other not for profits and community groups clearly demonstrate open and continual dialogue is critical.

In my business career I was generally able to have competing interests compromise for the benefit of the overall organization. This takes lot's of time and leadership capabilities.

Bottom line--as indicated previously we must adhere to the OSMP Mission Statement--
Preserve and Protect the Natural Environment and Land Resources.

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Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/12/15

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Staff Liaison: Cecil Fenio (720)564-2005

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The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Karen

Last Name *

Hollweg

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-494-2016

Mobile Phone (?)

Work Phone (?)

E-mail Address *

khollweg@stanfordalumni.org

Occupation

science and environmental educator

Place of Employment/Retired

semi-retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

since 1972

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

B. A. in Biology; M.A. in Science Education, Stanford University
Fulbright Scholar, Indo-American Environmental Leadership Program, 2007.
President and Chair of the Board of Directors, North American Association for Environmental Education, 2008-9
Service on numerous governing and advisory boards (e.g., Keystone Center Board of Directors, 2006-12; U.S. Department of Education, STEM Open Educational Resources for Adult Education, 2012-15;
Lois Webster Fund for Nongame Wildlife, 1994 - present)
Convener and Facilitator of multi-disciplinary groups (e.g. Grasslands BioBlitz, 2004; CU working group to create Center for Sustainable Landscapes and Communities, 2014 – present)

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have observed and participated in the Board's deliberations for years. In addition, I have participated in public meetings held to craft the Visitor Master Plan, the Southern Grasslands and the ElDorado-Doudy Draw Trail Study Area Plans, and I was on the Community Collaborative Group that crafted recommendations for the West Trail Study Area. Those experiences (especially my involvement in the CCG) enabled me to understand the many different perspectives and expectations that Boulderites have about our OSMP lands and the kinds of considerations required to reach consensus on OSMP management decisions. I am very interested in applying my knowledge of OSMP resources and guiding documents to work with the other Board members in making recommendations for City Council and thereby have a hand in determining the future of our OSMP system.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

When I was President of the North American Association for Environmental Education (NAAEE), I received multiple complaints of sexual harassment and racial discrimination that stemmed from incidents involving some of NAAEE's African-American and Anglo volunteer leaders at our annual conference. I immediately realized the serious and sensitive nature of the complaints and the need to take action to make sure that these behaviors did not recur and to protect the organization from potential liability. Specific techniques and actions I took:

- * handled the entire investigation and response rapidly and with extreme confidentiality;
- * formed a multi-racial committee with both male and female members to work with me and gained the support of the Executive Committee and Board in executive session;
- * found a pro bono attorney with experience in racial and sexual discrimination with the objective of avoiding lawsuits and resolving the disputes;
- * communicated directly with all those involved, conducting an investigation of all complaints (in tandem with a second committee member, who took notes), keeping them informed of what was being done, and in the end, speaking with both those harassed and their bosses to help them regain their confidence and involvement in the organization; and
- * led the Executive Committee and Board in making policy changes to prevent and enable us to effectively deal with any future issues like this.

I learned that speed, confidentiality, expert advice, and clear communication with those involved are essential. In the end, the most important lesson was: sometimes leadership means working behind the scenes to solve problems so that very few people even know that an issue existed, and things run more smoothly as a result.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't have conflicts of interest. I have worked with Friends of Boulder Open Space for the last nine years to promote thoughtful, science-based management of open space. If appointed, I will step down from that association to make sure that I can fairly consider Board issues from a community-wide perspective.

I would expect those with conflicts to recuse themselves from deliberations and decisions that

have bearing on their conflicts.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

The greatest challenges are:

* the population growth in the metro area and the parallel increase in demand for close-to-home recreational opportunities in the outdoors. By 2040, the population of the Denver-Boulder metro area is expected to increase by 1 million residents; and Boulder County's share of that increase is expected to be more than 100,000. How many more people will want to hike, bike, and climb on OSMP lands? And can we accommodate them?

* the need to make many, relatively rapid decisions in isolation without considering the cumulative impacts of those decisions on OSMP's natural systems and infrastructure and the costs of maintaining that system and infrastructure. We now have over 145 miles of trails with a huge backlog of maintenance needs, in addition to flood damage. What will it cost us to get out of that hole, and once we do, what will be our annual costs to maintain the trails, control invasive species, restore social trails, ...etc?

Council has asked the Board and OSMP staff to look at the carrying capacity of our OSMP system and other overarching issues. That's a tall order, but one well worth filling and is at the heart of these challenges. I think that those issues and the policy changes needed to deal with them are best addressed in the context of a revision of the Visitor Master Plan. I would like to see the Board spend enough time doing that so that they can take a long view (maybe a 25 year view?) and substantively answer the questions: What is the carrying capacity of our system? What can we do to manage use in a way that sustains the natural systems? -- and provide Council with high quality recommendations that will enable us to provide future generations with open space lands that are as beloved and vibrant as they are today. Doing this well with a robust public process will require the Board to function with deliberation in collaboration with the OSMP staff.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

The Acquisition Plan spells out the city's priorities, which I support. Among the specific types of properties that I would consider most important are high quality native ecosystems that would be lost without acquisition and that help achieve multiple objectives or Comp Plan strategies. For example, the recent Schnell acquisition adds high quality habitat to an existing HCA and enables better trailhead/parking access to the Chapman Dr. connection- trail. Other high priority properties are tributaries/riparian areas and agricultural lands (especially those in the Accelerated Acquisition Area that fill gaps in the system), and the western extension of our mountain backdrop properties. In addition to achieving multiple objectives, these will facilitate management of OSMP lands. Acquisition of mineral rights for existing OSMP properties is also a priority.

Staff has worked well with adjacent open space programs on joint-purchases, and I definitely support such partnerships that make our acquisition dollars go further.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

My management priorities are to minimize the impact of users on the natural environment and to minimize visitor conflict so that our city lives up to the OSMP motto: "Enjoy and Protect".

The top problem in need of better management has been dogs off-leash both because of the conflicts among visitors caused by dogs running out of control and the resulting damage to wildlife and its habitat. But, I am very happy that the efforts to address this problem seem to be paying off!

OSMP has used an array of strategies for management of dogs, from signage and education programs to enforcement, but it is the use of monitoring and adaptive management paired with new policies and well-received implementation strategies that is now turning things around. I believe this approach is changing the norms or expectations of both dog guardians and people who visit open space without dogs – so that everyone will be more thoughtful and responsible as they share the trails and will enjoy their experiences more. While enforcement is an important tool for penalizing scofflaws, the years spent enforcing the original green-tag program would never have been able to achieve the success we are in the process of achieving for two reasons: the system is too big and the number of rangers is too small.

I think that the other, current management problems are significantly smaller and could be best handled with smaller-scale changes. I would like to see them resolved in the least-restrictive ways possible. For example, the lack of compatibility of and resulting conflicts between mountain bikes and slower users on narrow trails might best be handled by temporal separation. The new connector trail through the Joder property offers a good place to conduct a pilot test of some sort of alternating-days usage for bikers, equestrians, and pedestrians.

I believe that the single most important strategy for management is ongoing monitoring (including monitoring the condition of the resources and the periodic surveys of residents and visitors). Reports of what is happening on the ground and what people think enable us to learn what is going well and where adaptive management is needed to minimize users' impact and visitor conflicts.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Through the TSA process, I and many others have worked to locate or relocate trails away from sensitive habitat areas and have limited trails in agricultural lands. I support the requirement to get a permit to go off-trail in HCAs, because off-trail use impacts both vegetation and wildlife (by degrading native vegetation, spreading invasive weeds, and leading to the flight of wildlife &/or decrease in reproductive success). Because so many diverse species depend on riparian habitats and wetlands for at least part of their lives, these areas deserve special protection. Studies show that trails that are routed close to streams, paralleling them, greatly impact the riparian habitat; so, we have used that finding to reroute some trails or move them back (away from wetlands) in the TSA process. The productivity and management of agricultural lands is compromised by trails, so the number and location of trails on them must also be limited. I believe that we have found a reasonable balance between preserving agricultural lands, water resources, and large blocks of high quality habitat (to enable native flora and fauna to sustain themselves) and providing access to 72% of our OSMP lands.

In cases where OSMP lands provide critical habitat for wildlife at a certain time of year (e.g. during nesting or migration), I also think it is important to limit access, and believe that OSMP staff has effectively used seasonal closures to accomplish this.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I believe that my training and experience as a biology teacher has shaped my thinking about open space more than my association with any group. It has led me to see our OSMP lands as a system, to work for management based on scientific evidence, and to appreciate the fact that once habitats are degraded or destroyed, they are extremely difficult if not impossible to re-create. Given that, I affiliate more with "nature lovers" and spend time in our open space lands as a source of solitude as much as a recreational experience.

I have experienced the tension between recreation and conservation perspectives at numerous OSBT and City Council public meetings and on the trails. My experience as a representative of the conservation community on the Community Collaborative Group led to direct interactions with a diverse array of folks from the "recreation community" over a span of almost 4 years. I was bullied by some "recreationists" and invited by representatives of FIDOS, hikers, and the mountain biking community to meet one-on-one to explore possible solutions to stalemates. One of the most productive one-on-one meetings for me, with a representative of an opposing group, was a hike to check out a possible trail alignment in the West TSA; that afternoon, we got to know each other better and share our appreciation for the land we both value. Since then, I've had several extended one-on-one discussions with two different leaders of the climbing community. It's clear to me that adults with very different perspectives on recreation and conservation CAN listen to and speak with each other AND find common ground.

I think that the Board can do a lot to advance those kinds of discussions in private and in public. The Board must model respect toward others (including fellow Board members, staff, and members of the public), evidence-based discussions (as opposed to accusations and exaggerations intended to win points), and deliberations that tackle the serious business of

finding solutions to the issues of the day.

I also think that more time needs to be spent focusing on what we individually and collectively value about our open space system. We must learn to appreciate its complexity and focus on the consequences of our choices both for us (in the near term) and for future generations (long term). We must also realize that numbers/population matters – we are not just making decisions about what we have and want today, but what we will pass on to “our children’s children.” The last 50 years of our open space program have been primarily about acquisition and planning; the next 50 years will depend on how well we manage this limited resource.

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/08/15

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Staff Liaison: Cecil Fenio (720)564-2005

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Mark

Last Name *

McIntyre

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-641-4664

303-442-4222

E-mail Address *

mmcintyre@marketingtech.com

Occupation

Partner

Place of Employment/Retired

Marketing Technologies

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

37 Years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Business Owner for 27 years of Marketing Technologies. I am used to dealing with budgets, personnel, income and expense statements, and Lean techniques in management practices and process control. I have a lifelong passion for customer satisfaction and excellence in products and services. I serve as a technical liaison between US based manufacturers and US based OEMs. I often have to manage conflicting interests of the other parties and do so in a way that everyone feels like the deal was fair and everyone was a winner.

Ongoing outdoor experience including Outward Bound Instructor. Active and experienced in the climbing, hiking, skiing, bicycling, and boating communities.

Certified Trail Crew Leader with hundreds of hours on volunteer trail construction projects.

Former board membership includes: University of Colorado Boulder Student Government positions including Community Relations Commissioner and Representative. Boulder Mountain Bike Alliance, Dairy Center for the Arts, Curating Committee. Mountain Bike representative to the Community Collaborative Group for the West Trail Study Area.

Currently on the Open Boulder Steering Committee.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

While active in following OSMP/OSBT issues prior to the CCG experience is was the CCG that brought me in frequent contact with the OSBT.

OSBT is a critical element in ensuring that the lands that the citizens of Boulder own are managed for the benefit of those citizens within the boundaries of the founding charter. Leadership and professionalism are required and expected by those employed by OSMP. But just as important is the guidance from by the community (via OSBT, community involvement, and City Council) to ensure that the department is fulfilling their responsibility to the community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

During the CCG process I became really quite good friends with those that were supposed to be my "opponents". By being honest, direct, and transparent, a process that had a high likelihood of failure was actually completed successfully. I consider this a success for the community in spite of me not achieving my specific goals.

I have found all organizations (business, public, civic) can benefit from the members being honest, transparent and respectful while also allowing for passion and strong feelings. The other key requirements are being an excellent listener, showing up, and doing your homework.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

The only conflict that I can imagine and it is remote is that I am a partner in an LLC that owns a commercial building that borders a OSMP property.

Any conflict of interest that I might arise for me or others should be handled as described above, "honest, direct and transparent" and if in doubt, then one should recuse themselves from any directly conflicting vote.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

With the directorship of the department open, filling that position with the right person and orienting that person to the community values will be essential. OSBT will be a critical part of that process.

The policy changes that I would support are:

Greater emphasis on maintenance of properties including trail maintenance.

Improved trail head access via alternative transportation.

Better education of users via clearer, simpler, and more welcoming policies and instructions.

Reduced emphasis on acquisitions in distant eastern portions of the county that do not offer connections to other properties and have limited or no planned access.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

The priority in OSMP purchases must be connections; connections of eco systems, trails systems, buffer areas, etc... OSMP has made too many purchases of small disparate properties that have no connection to other OSMP properties or trails. These properties rarely fulfill more than one or two of the original charter goals. So for me, a property needs to have several high value attributes and offer a current or near future connection to other properties.

I would also state that the department needs to be wary of spending large sums of money buying conservation easements that are not air tight in regard to future development and offer limited or no visitor access.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

After extensive use of OSMP properties in all areas, it is apparent to me that many properties are neglected and not maintained to the standards required by the amount of visitor use. Many times this comes out as "look at the bad condition of this trail, this is due to overuse" when in fact it is due to lack of maintenance and improper trail construction. We castigate users for being unwilling to walk through mud (which of course they should do) but do not hold the department accountable for neglecting heavily used trails.

I have seen how good trail infrastructure in wet environments, i.e. Great Britain and New Zealand, can benefit the user experience, wildlife, and the general environment. In some respects we are blaming the user for widening trails when the root cause is often improper maintenance.

Having said that, I agree with occasional closures under the worst circumstances due to mud, bird nesting considerations, etc...

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Proximity of trails in relation to wildlife and wetlands needs to be balanced and enhanced. Again, after visiting other countries trail systems, parks, and wildlife refuges, we have much to learn. In South Africa and the Netherlands they accommodate bird and wildlife viewing by having trails occasionally dip near stream, ponds, marshes, and other high value wildlife habitat. They also construct bird and wildlife blinds, allowing visitors to see and not be seen. I think the department's current philosophy of moving all trails out and away from wet and riparian areas needs to be moderated to the benefit of birders, children, and contemplative users so that they can experience wildlife in close proximity without damaging habitat.

In regard to agricultural lands, again I point to Great Britain as an excellent example extensive trails coexisting with privately owned agricultural lands. The implementation of easy to use stiles and educational signage allows you to hike great distances and cross agricultural lands with little to no conflict.

In general the department has too many fences and too many gates in areas that they are not required. These fences and gates become a maintenance issue taking away resources for other needed maintenance; often injure wildlife while also constricting their natural movements and finally these barriers impinge on the visitor experience.

The department needs to relearn the philosophy of using the least restrictive methods first.

When access truly needs to be restricted, then the example working with the climbing communities in regard to cliff nesting birds is a good example of how to achieve conservation and access goals.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I am a dues paying member of the following groups:

Sierra Club – local and national chapters
Environmental Defense Fund
Natural Resources Defense Council
League of Conservation Voters
Boulder Mountain Bike Alliance

I have served on the board of BMA but I am no longer a board member.

Rather than these groups shaping my thinking about Open Space it has pretty much been an opposite path. Boulder Open Space has shaped the health of our community to such a degree that it has shaped my thinking about so many other things: about our connection to natural world, our connection to our local flora and fauna, and our connection the world at large. It has shaped my thinking about livable cities, density, transportation, and community health.

We have an incredible asset that for most of us is a key reason, and maybe the reason, we are here in Boulder. Care of this community asset is the essential element to ongoing community support and funding for OSMP.

Conflicts amongst groups for the most part are a result of bad behavior on the part of a minority that groups members (the few bad apples that ruin it for the rest). It is essential that the department reconfigure its priorities so that there are more people from the department out and about policing the bad behavior. This can be achieved, not through more armed rangers but, through trail crews, maintenance crews, visitor ambassadors, educators, community liaisons etc...

We can have less conflict, more enjoyment, and better environmental results on our trails, not through more regulations, but through better education and more interaction between the department and our citizens.

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OPEN SPACE BOARD OF TRUSTEES

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Date

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Michelle

Last Name *

Estrella

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-513-9589

E-mail Address *

michelleboulder@gmail.com

Occupation

VP of Product Management

Place of Employment/Retired

Zayo Group

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

10

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am serving my fifth and final year on the Parks & Recreation Advisory Board ("PRAB") so I am well-versed in City processes. During my time there I've found that having financial experience and training is a valuable asset to City Boards as departments' critical decisions are made about developing priority-based budgets on declining tax revenues. Of course departments are well-staffed in these fields; however, having at least one board member with this expertise can help bridge the community's understanding of the difficult decisions/compromises the City must make.

I have an MBA and Bachelors in Finance and 19 years of experience which began in banking and evolved into financial business operations, annual "bottoms-up" and "top-down" revenue, operating expense and capital budgeting, bond and private financing, mergers and acquisitions, all requiring working in cross-functional groups.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

My interest in OSBT was piqued when I became involved as the campaign treasurer for ballot items 2B, 2C and 2D. I became fascinated by how a wide variety of citizens came together to pass these measures. It gave me insight into how much everyone cares about Open Space and wants to do see it continue to be successful. As a citizen and finance expert, I'm interested in seeing how this affects critical financial decisions that need to be made in the near term.

I have served on the Parks and Recreation Advisory Board ("PRAB") for five years. In that time I learned a great deal about how well-functioning Departments and Advisory Boards operate. Understanding and respecting Charters are exceptionally important. Having completed two major Master Plans: Boulder Reservoir Master Plan and Parks and Recreation Master Plan, I have a deep respect for the amount of work to obtain public input that lead to foundational documents such as the Visitor Master Plan.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

During the Boulder Reservoir Master Plan process, we spent two years obtaining public input. We often found great disagreement amongst community members: some who wanted more special events and many who wanted fewer, some who wanted to boat and many who wanted to protect the Rez from aquatic nuisance species.

What I learned from that two-year process is a board member should not try to advance his/her agenda but simply LISTEN to everyone. It is also critical that we proactively reach out to all stakeholders especially those who aren't sophisticated, or even aware (esp. underrepresented populations), of the public process to let them know their opinions matters. Furthermore, I attempt to understand issues from opposing viewpoints and bring those stakeholders together (department, board rep and interest group) to seek compromise. This is not easy but I believe the effort goes a long way in building goodwill within the community.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't have any conflicts of interest. I also do not do any consulting/professional work in areas in which OSMP might need to hire specialists (particularly scientists), therefore I would not have any bias toward or against anyone the department would hire to do studies. I helped found a community outreach group called Open Boulder; however, I only serve on the 501(c)3 board not the 501(c)4 which may take policy positions. My interest in Open Boulder is to increase citizen engagement to increase the diversity of opinion and civic involvement.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

Having assisted in the campaign for ballot measures 2B, 2C and 2D, I believe setting the stage for decreased funding to be of utmost importance. While many of the changes won't come into effect until 2019, critical decisions will need to be made now regarding bonding and

positioning OSMP to make acquisitions. As a finance person, I hope to add value in this area. Secondly, I believe bringing people (particularly "interest" groups) together is critical to having a successful system that all our citizens can enjoy. This can be accomplished by involving these groups in volunteerism and supporting educational programs to their constituents so they are invited to become part of the solution. For example, issues regarding off-trail access will affect climbers and trail runners. As someone who climbs the Third Flatiron once a year, that I can bring them to the table and find ways to make acceptable compromises. As part of this strategy of solving problems together, I would like OSBT and OSMP to work closely and vigilantly with neighboring cities and counties to open up their open space lands to off-leash dogs to help alleviate the demand on our lands.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

The City Charter outlines eight purposes and each acquisition should meet one of those criteria. Protecting wildlife habitat and buying in-fill acquisitions that complete the system are high in my values. That said, I am open to all opportunities that may come available that suit those Charter criteria. For example, I would love to explore whether purchasing urban gardens would fit within the Charter as there appears to be a lot of community interest in them. Ultimately I'd like to see each acquisition measured in value. Small in-city parcels may be expensive but they have the opportunity to provide high value to the Open Space system and therefore community.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I think it's critical to manage OSMP lands strictly in accordance to its designation as defined in the Visitor Master Plan. Clearly, trail access should be limited to accommodate seasonal wildlife activity (foraging and nesting). We should proactively close trails when conditions are such that usage would cause damage (e.g. mud season). This can be best accomplished with better communication with stakeholders using the database of email addresses the department has as well as social media, newspaper ads and signage.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Because I am not a scientist, I look forward to reading expert studies about the effects of different types of trails and usage on sensitive lands. These studies, while expensive, will guide how I view changes that might be needed. Clearly, access must be limited to protect sensitive areas. HCAs do a great job of this. In addition, investment in well-designed and well-maintained trails may accomplish a great deal in keeping users out of areas they do not belong.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I do not belong to any organized recreation/conservation groups. As someone who mainly uses Open Space to exercise and expose my 3-year old twins to the outdoors by jogging while pushing them on wide trails (limited to Boulder Valley Ranch and Flatirons Vista) or while they ride their Strider bikes, I would love to explore joint programs between OSMP and organized groups to provide educational programs on how to share the trail and how to gently approach someone who is not in voice & sight control of his/her dog. Not all small children are OK with even the most gentle, curious dog. Educating applicants for Blue Tags on how to be mindful may solve a majority of the problems. In addition to partnered educational programs, I believe there are further compromises to be achieved with respect to trail designations.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019



OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/02/15

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Staff Liaison: Cecil Fenio (720)564-2005

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Mitchell

Last Name *

Smith

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-818-7945

E-mail Address *

mitchsmith50@gmail.com

Occupation

Software Engineer

Place of Employment/Retired

Array BioPharma

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

27 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am entering my eighth season as an OSMP volunteer and have just passed 1000 hours of OSMP volunteer time. I am a computer scientist by training and vocation and have a M.S. C.S. from CU Boulder. Over the years, I have developed working relationships with the Forest Service, Boulder County Parks and Open Space, City of Boulder Parks and Recreation, and OSMP personnel as part of my position with the Boulder Mountain Bike Patrol. Previously, I was the director of the patrol and led 60+ volunteers who contributed approximately 3000 hours of volunteer time. I have also been on the board and been the President of a Jewish synagogue for 15 years.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I'll always remember my first impression of Boulder coming on Highway 93 and cresting Marshall Mesa to see the incredibly beautiful open space. I was on my way to class at CU Boulder and it made a strong lasting impression. After moving to Boulder in 1988, I hiked in the West TSA area and became a mountain biker many years later. I have studied the ecology, geology, birds, and animals that these unique lands possess and also some of the early history on what are now OSMP lands. I have attended more than a few OSBT meetings and read years of agendas, meeting minutes, attachments, and management plans. What I see is a Board that deeply understands how unique OSMP is and wishes to preserve and protect it while creating an environment for visitors to enjoy it as well. I wish to be a part of that by joining the OSBT.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

The Boulder Mountain Bike Patrol (BMBP) was asked by Valmont Bike Park (VBP) support the park's needs by replacing their internal host program with bike patrollers. The internal host program was initially successful, but due to the changing needs of VBP, City staff saw the BMBP as a more successful long-term approach. I oversaw the integration of City of Boulder Parks and Recreation as a fourth agency that BMBP would support. BMBP had been working with same agencies for six years and so there were many issues brought about by the addition. Role and responsibilities were not clear, there was not a sense of welcoming a new agency, and who would perform what work to bring on a new agency had not been determined. I worked with the BMBP leadership and agency staff to clarify the roles and responsibilities, to shift some of the existing work as a result, to personally take on the work of integrating the new agency into the program, to create a welcoming environment for the new agency and those that may follow, and to assure the existing agencies that their level of support and commitment from BMBP leadership and patrollers would not diminish. By putting together and executing a plan, making and keeping commitments, communicating the results and listening for and incorporating feedback, we were able to welcome VBP into the program.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Although I am a 32 year member of the Sierra Club, a long term member of Nature Conservancy, a long term member of the Boulder Mountainbike Alliance, a member of PLAN Boulder County, and interact monthly with Boulder Open Space and Mountain Parks, I believe that none of these affiliations are in conflict with the Open Space mission or charter or functions of OSBT. In fact, these affiliations enhance my understanding of the opportunities and challenges that face Open Space and none would lead to an appearance of impropriety. I have not been on the board of the local chapter or national Sierra Club and that holds true for Nature Conservancy, Boulder Mountainbike Alliance, and PLAN Boulder County.

Potential or perceived conflicts should be brought up by the OSBT members themselves on particular meeting topics as they relate to the Open Space mission or charter or functions of OSBT. THE OSBT member should refer to the Conflict of Interest Guidelines and may confer with the City Attorney and request an advisory opinion. The OSBT member may also recuse themselves if they believe or know that there is a conflict of interest. If other OSBT members

believe that one of the other members has a potential or perceived conflict of interest, then they should review the Conflict of Interest Guidelines, speak to the other OSBT member, and, if necessary, confer with the City Attorney. OSBT agenda items may need to be postponed or tabled during this process.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

There are a number of challenges ahead for OSMP. As indicated in the Visitor Master Plan, there has continued to be a large growth in number of visitors to OSMP lands for recreational activities. OSMP lands are a regional destination for the Denver metropolitan area and Boulder county residents which have seen and will see continued population growth. The challenge is to welcome visitors in a way that fosters enjoyment and appreciation; visitors become more educated and feel and act as stewards of OSMP lands; visitors interact with each other in ways that foster mutual respect and minimize conflict.

Focusing the user communities on common goals and objectives, rather than divisiveness, is a great challenge. Although some conflict is unavoidable, the OSBT has the potential to be a catalyst in involving the different user communities and minimize conflict. I would work with OSMP staff, other OSBT members, City Council, and representatives from user groups to bring about better processes and communication, shorten time frames, and getting guidance early and often from City Council on overarching goals and potential issues.

Another challenge is to find ways to bring open space values and philosophy to the current generation. Programs such as the Junior Rangers and interpretive hikes have a large impact for the participants, but bringing OSMP into the socially-connected, crowdsourced, knowledge-on-demand generation is a large challenge. If properly implemented, this could enhance the program by providing invaluable feedback from visitors. I would work with OSMP staff and potentially Boulder's IT department to architect, design, and implement these changes.

Finally, all OSBT members need to step outside of their own shoes and represent the open space community, at large. They not only need to hear all of the different user community perspectives, but also come to deeply appreciate and be able to internally represent them as well. From this, new ideas may develop. Solutions that take into account the entire community, balancing their interests and perspectives, will be far more likely and better serve the entire community.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

OSMP should continue to focus on fulfilling the remaining portion of the City's Open Space acquisition plan. Purchases that support wildlife and natural ecosystems would be my highest priority followed by those that support trails to provide connections to other OSMP land or Forest Service and Boulder County Parks and Open Space lands. OSMP has been highly successful at creating buffer areas and should continue to do so out East and up North. OSMP has been highly successful with having 45,000+ acres (up from 25,000 in 1995) acquired. As expected, newer acquisitions tend to be smaller (although there were a couple larger ones in the past year), more targeted, and more expensive.

Besides the additional purchasing of new Open Space lands, there needs to be a large emphasis on the other arms of the OSMP department. That would include planning, managing, and monitoring Open Space lands, growing outreach and volunteer services, improving visitor access, etc. In other words, maintaining and enhancing the existing properties so that future generations will have and experience the same or better quality in OSMP lands.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Open Space and Mountain Parks lands need to be preserved for the generations to come. Preservation and restoration of natural areas, preservation of water resources, passive recreational use, and continuation and expansion of agricultural uses are all important priorities. Balancing these correctly, with a strong emphasis on preservation and restoration of natural areas as well as water resources, is of utmost importance.

A great part of the management is seeking out and involving the public and all stakeholders. By gaining additional perspectives and information, better land management decisions will be made. Important perspectives, that may not be obvious, will be heard. Creating a fertile ground for compromise and earnest discussion between stakeholders will happen. Important decisions, that will affect Open Space and Mountain Parks for years to come, will be better reasoned and the stakeholders will better understand the different management priorities that determined the decisions.

With respect to limiting access to Open Space lands, what I find important is the science, the competing factors, and the communication of these to the public and all stakeholders. The public and all stakeholders should be not just informed of the decision, but understand and connect to it as well. The public and all stakeholders should be brought in early in the process and have continued dialogue throughout the process. When a decision is made to limit access, they will be already aware of the factors involved. Limited access might be seasonal for nesting raptures, for example. Limited access would be due to an endangered species, unique or fragile ecosystems, some agricultural uses, etc..

Areas of limited access need to be signed, added to maps, communicated via the website, email, and social media. In addition, when appropriate, there should be signs on the property that let the visitors know why the area has limited access. Whenever possible, photos and videos of what is being protected and why, should be on the website and new photos or videos should be posted to social media. Volunteers should be informed and pass it along to other visitors. Everyone needs to understand the value in preserving an area by limiting visitor access.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Trails need to be designed and maintained to minimize their impacts in sensitive areas. Trail density in these areas should be kept low to avoid the impacts of habitat fragmentation, impacts on sensitive native plant and threatened wildlife species, etc. Trail design has also improved dramatically over the years and can also assist in minimizing their impacts.

In addition, not all wildlife and wetlands areas are sensitive all year around. In this case, seasonal closures for nesting and fledging birds or other animals minimizes the impact while allowing visitors to use it at other times. This is true for both on-trail and off-trail uses such as the raptor closures, mainly in the mountain areas, or the ground nesting bird closures in the grasslands.

But, part of the issue that was apparent in the West TSA, is that visitors use animal paths or create their own social trails. Many of these were/will be closed down and several were adopted as maintained trails. But, the system needs to encourage, in general, on trail usage, especially given the large number of visitors to OSMP each year. Additionally, new trails need to be built so that visitors have access in a way that avoids sensitive areas.

Trails that provide access to USFS and BCPOS lands are also important as they give visitors many more opportunities using these other trail systems and avoid the need to build larger trail systems within OSMP lands. They can also discourage the creation and use of social trails just by having more trails to experience.

Finally, visitors need to be educated about the impact they have on sensitive areas so that they minimize use of existing social trails, do not create new trails, and understand and accept the need for seasonal closures. Visitors can be educated by peers, rangers, volunteers, signage, emails, websites, social media, smartphone apps, etc.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

Solving user conflict is an ongoing effort that needs to be addressed by education, community outreach, setting expectations, volunteers demonstrating and reminding users of good behavior, trails that exclude certain passive recreational activities, ranger presence, and strong enforcement. These efforts need to be emphasized every year and especially during the months where the system receives heavy usage.

In my experience, actual trail conflicts are low and this has been seen as well in OSMP's own studies. That does not diminish the impact to the visitors involved when conflict happens. Visitors also behave differently when they are in the presence of a Ranger or volunteer. Both demonstrate and remind visitors of good behavior that reduces user conflict. Increasing the Ranger staff and volunteer staff would be beneficial. I would be interested in OSMP partnering with community organizations to increase the number and hours of volunteers. Community organizations are a different communication channel and could help reduce user conflict.

Part of solving user conflict is setting appropriate expectations. Year-round visitors, like myself, are attuned to days and times when the trails are lightly or heavily used. But for many visitors that sense may not be there. Finally, multi-use trails need to be designed and maintained to provide a great experience to all types of passive recreational activities. They can be designed to reduce the speed of mountain bikers, provide better opportunities for dogs to be in visual contact with their guardians, be wider in certain trail sections, etc.

I belong to the Sierra Club, the Nature Conservancy, Boulder Mountainbike Alliance, and PLAN Boulder County. I view that my associations are mainly due to my interests. Each organization informs me and certainly, to some degree, shapes my thinking. But in terms of thinking about OSMP, I would say that my contacts with OSMP, Forest Service, and Boulder County Parks and Open Space staff have a much greater impact. In addition, communications from these three land management agencies have shaped my thinking as well.

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cityclerkstaff@bouldercolorado.gov
303-441-3019**

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OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2015

Date

02/11/15

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Staff Liaison: Cecil Fenio (720)564-2005

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Stephen

Last Name *

Lommele

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

Boulder

Country

Best phone number where you can be reached

Home Phone (?)

303-903-4837

Mobile Phone (?)

303-903-4837

Work Phone (?)

303-275-3720

E-mail Address *

slommele@gmail.com

Occupation

Communications and Public Affairs Manager

Place of Employment/Retired

National Renewable Energy Laboratory

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

17 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Academic Qualifications:

- Master's degree in Environmental Policy and Management, University of Denver
- Master's thesis on the development and implementation of community engagement and education strategies for ecological restoration activities
- Bachelor's degree in Business Administration, University of Colorado at Boulder

Professional Qualifications:

- Extensive experience consulting with land managers and stakeholders of numerous federal, state, and local land management agencies, including conservation-based land trusts, state parks, city-owned open space and parks, the National Park Service, Forest Service, Bureau of Land Management, Army Corps of Engineers, and the U.S. Military.
- Background in developing and implementing training programs on sustainable trail design and construction, volunteer management, user-based design and management, and the economic benefits of conservation-based recreation.
- 13 years of experience building advisory networks and honorary boards in the renewable energy, energy efficiency, and technology fields.
- Expert in trail assessment, trail-based user management and conflict minimization, and recreation management.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

This is my third time applying for the Open Space Board of Trustees. I am interested in becoming a member of the Board because I care deeply about the future of Boulder's Open Space. I volunteered with City of Boulder Open Space as a seasonal bat monitor in 2009, I participated in the public comment associated with the West TSA, and have delivered comments to the OSBT. I have also run, hiked, or biked every mile of trail managed by City of Boulder Open Space. I interact with other Open Space users on a daily bases and I see the negative impacts of social trails, poorly maintained and managed trails. I also see the positive benefits that recent trail improvements have had on visitors, wildlife, and habitat. As a Board member, I hope to inform and encourage City of Boulder Open Space to continue to pursue activities that promote engaged and passionate visitors, effectively manage habitat, and continue to support a vibrant open space now and in the future.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

For nearly three years, I traveled the United States as an outreach and education manager for the International Mountain Bicycling Association to consult with land managers, conservationists, and outdoor recreation advocacy groups in 43 states. In every situation, there was conflict, including conflict among members of advocacy organizations, conflict between land managers and advocates, and conflict among different types of trail users. In every situation, I listened to all sides to identify the problem or perceived issues. I facilitated discussion to ensure all sides felt heard and understood. Together, we identified common ground and worked to build a foundation of trust by identifying solutions that maximize the benefits for all sides. With these solutions, it was important to identify and work to implement short-term wins, while working to accomplish bigger, long-term goals.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

My wife volunteers on the board of the Boulder Mountainbike Alliance (BMA) and I am a former employee and current member of the International Mountain Bike Association (IMBA). Both organizations have been involved as stakeholders in City of Boulder Open Space decisions. I have no professional or financial interests in either organization and my family and I are not in a position to benefit from any decisions made by the City of Boulder Open Space.

My experiences with conservation groups like IMBA, BMA, and The Nature Conservancy have shaped my environmental ethic, but I have no conflicts of interest associated with any of the organizations with which I am a member.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

-Challenge: Growing population

Desired changes: Foster sustainable, progressive, and valued outdoor recreation opportunities that engage visitors and create a population of Open Space stewards.

-Challenge: Wildlife habitat management

Desired changes: Take a scientific approach to evaluating visitor impacts to wildlife habitat and develop management strategies that effectively balance impacts with the visitor experience.

-Challenge: Climate change

Desired changes: Consider and plan for impacts to Open Space based on climate change and prioritize mitigation strategies.

-Challenge: Loss of future Open Space stewards

Desired changes: Encourage younger generations to build a relationship with our Open Space so it is conserved for future generations.

-Challenge: Fire mitigation and management

Desired changes: Support natural fire regimes while balancing community safety and Boulder's iconic Open Space beauty.

-Challenge: Land development

Desired changes: Conserve Boulder's existing Open Space and support the acquisition of new Open Space while planning for changes that would allow for greater urban density.

-Challenge: Management of domestic animals on Open Space

Desired changes: Continued enforcement and education on voice and sight program.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

1. Buffer areas: Mitigate urban sprawl and encourage greater urban density.

2. Regional connectivity:

-A. Assess current trail infrastructure and define opportunities for greater regional connectivity.

-B. Maintain and expand wildlife corridors and healthy watersheds.

3. In-city parcels: Capitalize on in-city parcels to create interactive, educational opportunities to expose neighborhoods, children, schools to micro habitats, etc.

4. Agricultural land: Encourage sustainable agricultural use of Open Space.

5. Viewsheds: Maintain and expand viewsheds that contribute to Boulder's iconic beauty.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

My number one priority for managing OSMP lands is to balance conservation with recreation.

Boulder has a growing population of young, outdoor-minded people who are interested in enjoying Boulder's natural resources. Growing demand for outdoor experiences results in higher user densities and all of the problems that come with more people enjoying a limited resource (e.g. social trails, animal waste, user conflict, etc.) These impacts need to be mitigated through thoughtful recreation management, education, and stakeholder engagement that recognizes and promotes diverse experiences across OSMP lands.

Access to Open Space might need to be limited due to poor trail conditions, seasonal wildlife activity, or areas of significant ecological sensitivity. Education and community engagement through volunteer opportunities is a great way to curtail use because stakeholders who have contributed time and energy to OSMP lands are more likely to understand and respect thoughtful closures.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

The proximity of trails and public use in wildlife, wetland, and agricultural areas is a balance that must be evaluated based on the primary management objectives for the area. Ultimately, I feel it is important to strive to provide visitors with a positive connection to the land while minimizing negative impacts to the environment.

There are compelling reasons to enact seasonal access closures to Open Space, such as climbing closures during raptor nesting season and cave closures to protect bats.

In general, visitors respect such closures when they understand the reasons and expectations behind the given closures. It is very important to focus on enacting closures that are fair, reasonable, and based on sound scientific reasoning. With this approach, Open Space staff can engage with stakeholder communities (climbers, hikers, bikers, etc.) to educate them on the rationale and reasoning behind the closures and solicit their support in communicating and policing the closures.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I am a member of the Nature Conservancy, IMBA, and the BMA. My experience with these conservation groups has taught me that it does a disservice to our collective efforts to promote land conservation by separating outdoor recreation from conservation. Based on my experience working on-the-ground with close to 5,000 recreation-based conservationists in 43 states, I have seen first-hand how organized, effective, and dedicated outdoor recreation proponents are when it comes to protecting and improving our public land. It is important to embrace sustainable recreation and its proponents as part of a sound conservation model.

While there may be tension between preservation and recreation in the management of Open Space, it is not fair or appropriate to say that there is tension between conservation and recreation. Conservationists, such as Gifford Pinchot, focus on the human management and wise use of nature, whereas preservationists seek to protect and preserve nature from human use. While there may be limited opportunities to preserve City of Boulder Open Space land from human use, preservation is generally an unrealistic approach along most of the urban interface. Moreover, in my experience, land along the urban interface that does not foster a human connection is often abused.

With respect to user conflict, I am a knowledgeable proponent of user-based design, stakeholder engagement, and community education. I hope to be able to share my experience as a member of the Board.

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First Name *

Tom

Last Name *

Isaacson

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80301

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

E-mail Address *

Isaacson16@comcast.net

Occupation

Attorney

Place of Employment/Retired

Covington & Burling LLP

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

17 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am the current OSBT chair and the OSBT representative on the Greenways Advisory Committee. In addition, as a lawyer since 1984 I have technical knowledge of some of the legal issues the OSBT encounters. I am familiar with all technical aspects of rock climbing.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Prior to serving on the OSBT, I was a member, and then President, of the Flatirons Climbing Council ("FCC"), which represents the climbing community on a wide range of issues with OSMP. In that role, I helped negotiate a Memorandum of Understanding and other agreements between OSMP and the FCC, as well establishing a harmonious relationship between OSMP and representatives of the climbing community which continues to the present.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In October 2013, staff announced a plan to re-open 50% of Open Space trails by 2014. Although the public had been supportive of OSMP in the aftermath of the flood, opening only another 7% of trails (43% were essentially undamaged and were already open) would have provoked widespread dissatisfaction. Staff did not want to re-open trails until they were near their pre-flood condition. I found that through respectful, fact-based advocacy staff was able to understand that users are willing and able to make their own decisions about when to turn back on a trail and that the public does not insist that OSMP mitigate all possible risks before allowing public access. By changing the focus of the discussion and the resulting policy, the vast majority of the system was re-opened quite quickly. Subsequent reports confirmed that the public was pleased with how this was handled and there were no significant safety issues with the trails that were re-opened prior to being fully restored.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have done legal work for Union Pacific Railroad (on pricing/competition issues), which owns some property of potential relevance to OSMP. (Most of the tracks in this area are owned by a different railroad). I am not aware of any other foreseeable conflicts. Board members should err on the side of disclosure and should also avoid having a leadership role in any organization that is likely to have issues before the OSBT. Board members should not assume that the public knows, for example, who our spouses/partners are and what conflicts that may pose.

5. What are the greatest challenges facing the Open Space Board of Trustees? What policy changes, if any, would you like to see as a member of the Board? *

The greatest challenges are (1) maintaining progress on a wide range of issues without overburdening an under-staffed department, (2) helping design and oversee a North TSA process that achieves broad public input without repeating the experience of the West TSA, (3) helping oversee the transition to the lower revenue levels due to the forthcoming changes in the Open Space tax, (4) overseeing an analysis of carrying capacity that is fact-based and not just a compromise among competing ideologies, (5) designing and overseeing a public process on the other overarching issues that is both procedurally inclusive and substantively matches problems with solutions, (6) improving our processes for acquisitions, especially for major acquisitions that are likely to arise in the near future, and (7) improving maintenance of our physical infrastructure.

As one example of a policy change, we need to alter our approach to acquisitions. Historically, the OSBT has only formally learned about acquisitions on the Friday before our Wednesday meeting. (We sometimes had previous knowledge that a particular parcel was under consideration, but not any of the details of the deal). Acquisitions are then presented on a "now or never" basis, because the deal has a tight deadline. This leaves the OSBT with very little time to evaluate deals, gather public input, etc. These deals can exceed \$5mm. As the budget gets tighter, and with some major potential acquisitions on the horizon, the OSBT

needs additional time to study acquisitions. One improvement is to distribute the acquisition-related portion of the packet once a proposed deal is struck, rather than wait for the Friday before the meeting. Another is have more field trips to acquisition targets, with the chance for board members to express views on particular targets.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

During the past five years the OSBT has approved (and I have voted for) acquisitions that satisfy each of the above goals.

I have given (and would continue to give) significant priority to acquisitions falling within the approved Acquisition Plan. Acquisitions falling outside the Plan should only be approved under unusual circumstances. The Plan includes potential parcels meeting each of the goals in this question.

Within any category of acquisitions (buffer areas, habitat, trail connections, etc.) some recent acquisitions have been expensive on a per-acre basis and OSBT needs to keep a close eye on this trend. I would also give priority to acquisitions that are distinctive. For example, an agricultural acquisition with the opportunity to grow crops is preferable to a hayfield acquisition (though those, too, may fall under the agriculture rubric). As another example, some specific acquisitions could provide large benefits by filling in gaps in regional connections.

As a broad generalization, with respect to acquisitions for buffer areas/city shaping, the acquisitions to the South present greater opportunities than those to the North.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

My priorities don't differ dramatically from those that have generally prevailed in Open Space management. On the margins, I favor increased attention to maintenance both through increased staff resources and more inclusive and creative use of volunteer resources.

For dogs, I supported the education requirement for voice and sight, and opposed the (unsuccessful) effort to impose a field-testing requirement for all voice and sight dogs. We should give this new program (and other changes) plenty of time to take effect and alter usage patterns before considering any further system-wide changes to dog regulations.

The recent policy of adopting trail-specific closures on muddy days exemplifies wise restrictions on usage. The solution is narrowly tailored to match the specific problem. The closures are lifted quickly.

For other potential restrictions, I would do my best to let the facts uncovered during the carrying capacity analysis dictate the solutions. For example, with respect to potential nighttime closures, I would try to match the closures, if any, with the actual problem. What species are particularly affected by nighttime use? Where are they located in the system? Is the problem that headlamps are too bright, or is it inherent in any nighttime usage of the pertinent areas?

And, for any proposed restriction, I give significant consideration to the practical realities of enforcement and the need for understandable rules. Our system of rules has become very complex, and we need to consider how this affects compliance.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Trails and public use do not generally present a conflict in agricultural areas. Anyone wishing to lease OSMP lands to graze cattle should understand that they will need to accommodate themselves to the trails, if any, that exist on those lands.

With respect to wildlife and wetlands areas, the TSA process is supposed to -- and does -- relocate trails out of wetlands areas and particularly sensitive wildlife areas where possible. As an example, the West TSA process called for a trail connection in the Skunk Canyon area to be created outside of a riparian zone. Staff then began constructing the trail very near the riparian zone because a more distant location would have been quite steep. I supported the OSBT's involvement to prioritize protection of the riparian area, even though the resulting trail

will be steeper than ideal. So, as a generalization, I would rather deal with these problems up-front by moving trails as needed, rather than having a trail in the wrong location and attempting to mitigate impacts by all sorts of usage restrictions. See also my answer to question #7.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

Over the years I have made financial contributions to many conservation and recreation groups, including the Access Fund, the Sierra Club, Bicycle Colorado, American Safe Climbing Association, Environment Colorado, the Flatirons Climbing Council, Front Range Climbing Stewards, Potomac Appalachian Trail Club, Boulder Outdoor Coalition, and CO-PIRG. I was actively involved with Moving Boulder Forward, which supported three ballot items relating to open space and transportation taxes.

Defining membership is tricky with respect to groups that consist of little more than a list-serve. I am currently a dues-paying member of two recreation and/or conservation groups.

(1) The Access Fund. Over the years I have made substantial contributions (by my standards, at least) to this national organization and have received one of its highest awards. The Access Fund focuses on the preservation of climbing areas by engaging in both recreation advocacy and in conservation through purchases of lands threatened by private development. It reflects my general belief that recreation users can and should contribute to the conservation of our lands. Much of the tension between recreation and conservation interests stems from some distrust and occasional misinformation. The OSBT can work to reduce those tensions by being open and inclusive, by increasing outreach and education, and by giving members of the public a conviction that they have received a fair hearing, even if the outcome was not exactly what they wanted. Where those interests truly clash (which is not that often), I focus on priorities. For example, in the case of mountain bikers, we should focus on opportunities that provide a high quality experience, such as a regional connection.

(2) Bicycle Colorado. My involvement is limited to being a dues-paying member. I am not aware of this organization having any involvement in Open Space issues. It primarily focuses on education, safety and access for road cycling.

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303-441-3019**

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Planning Board

Council Action Requested:

Appoint one member to a five year term through March 2020.

Current Members:	Occupation:	Status:
2019 Crystal Gray		Occupied
2019 Elizabeth Payton	web developer and editor	Occupied
2018 John Putnam	attorney - Kaplan Kirsch & Rockwell	Occupied
2017 John Gerstle	Gerstle & Company LLC, consultant on water and natural resource	Occupied
2017 Leonard May	May Yin Architecture	Occupied
2016 Aaron Brockett	Computer Programmer - self employed	Occupied
2015 Bryan Bowen	Caddis PC	Occupied

Applicant List

Planning Board Applicants

Louisa Baker
Boulder, CO 80305
Occupation: Attorney - Self Employed

Bryan Bowen
Boulder, CO 80304
Occupation: Caddis PC

Lee Payne
Boulder, CO 80303
Occupation: Architect

Barry Weiss
Boulder, CO 80304
Occupation: VP/Sales & Accounts - Hewlett-Packard Co

PLANNING BOARD



Annual Application - 2015

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Staff Liaison: David Driskell (303)441- 3425

Meetings are generally held the first, third and fourth Thursday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

Date

01/30/15

First Name *

Lee

Last Name *

Payne

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-935-5462

E-mail Address *

lpideas@gmail.com

Occupation

Architect

Place of Employment/Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

14 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have formal training and licensure as an Architect. This profession is critically integrated into city planning processes, land use & community involvement. As an architect in Boulder, I have been involved in the entitlement process and construction of some of Boulder's most transformative projects such as One Boulder Plaza and Holiday.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Yes, my direct project related involvement with BOZABA, planning commission (both Boulder and Longmont) and city council sparked my interest in becoming a planning commission member. The input of different interested parties and the process of public input is greatly beneficial.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I've had personal experience with such situations too numerous to cite a specific case. I believe the best process for conflict resolution and determining the best path forward is to create a forum that is comfortable and productive for parties to air their disagreements.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I could have a potential conflict of interest with one particular design firm in Boulder, though they seem not to do projects in Boulder any longer. I would assume that there is a process for any board member to recuse themselves from voting on such issues and I would follow that protocol.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you taken or experience have you had that have shaped your thinking about urban planning? *

1. Infrastructure related to increased density, in particular automobile traffic.
2. Affordable housing.
3. Land use strategies relative to expansion of single family residential areas/ housing stock.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

Most Successful:

1. Wonderland Hill: A truly transformative project that re-wrote the book on residential planning and street/ open space connections.
2. One Boulder Plaza: A great project for Boulder that transformed approach to commercial density in the down town core and how to handle flood plain issues.
3. Holiday Neighborhood: A new look at residential density/ planning/ affordable housing. Transformational in the architectural character.

Least Successful:

1. 29th Street: Characterless, auto oriented development with no public spaces.
2. Boulder Steel Yards: Aside from edge along 30th street, remainder of project contributes very little to the urban fabric.
3. The Peleton: Architectural character is too repetitive and all the spaces are internalized.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

I would simplify the land use code back to something similar to its origins. The land use simplification project created a matrix of complexity and organization that is not needed. Additionally, the intents for the single family compatibility ordinances are great but overly complex for the most basic user.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

Different ratios and understandings of parking to land use and peak traffic times.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

Personally, I feel the planning, building and developments on going in Boulder are of a high quality. There are some cases when "by-right" type of projects get to escape the aesthetic scrutiny that many projects experience, but a spectrum of building types and design are necessary for any vibrant city. Appropriate building uses are more dictated by economy within the framework of a particular municipalities land use code and should change with the "times". I view building height less in the context of view obstructions and more in hand with density.

Intensity (density) is the single greatest issue facing Boulder's future. With new development sites limited and most re-developments limited by existing project surroundings, new projects are creating "pockets" of intensity that create a strain on existing infrastructure. Changes to the infrastructure in Boulder are lengthy and expensive projects. How do we balance the two?

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

Date
02/07/15

First Name * Barry
Last Name * Weiss

Home Address (Not available to the public unless you are appointed.)*

Street Address
Address Line 2
Boulder CO
City State / Province / Region
80304 US
Postal / Zip Code Country

Best phone number where you can be reached

Home Phone (?) **Mobile Phone (?)** 303-588-9155 **Work Phone (?)**

E-mail Address *
bdweiss@mac.com

Occupation
Vice President, Sales & Accounts

Place of Employment/Retired
Hewlett-Packard Company

Do you reside within the city limits? *
 Yes No

How long have you lived in the City of Boulder?

moved here in 1999

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Over 25 years professional experience as an attorney and for 15 years as business executive. Graduate level course in historic preservation, zoning and property. Considerable experience as team leader, facilitator, strategic planner in growing businesses, leading multi-cultural teams. Member of management boards in law firms and business, and service in non-profits.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

As a citizen, I am seeing the opportunities and challenges facing Boulder as we see great growth momentum into our community yet this growth also challenges the traditional infrastructure, landscape and values, and the affordability of housing and services. How we find the right balance is critical. In my professional career, I have spent considerable time working globally in communities in the Netherlands, Denmark, Finland, France, Sweden and the UK where I have first hand experience seeing how communities blend new development, traditional environments, and sustainable, environmentally innovative land use, planning and development. I have observed the Planning Board as it considers such issues and I think I can help.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I am a creative problem solver and good listener. I have experience in mediation of disputes formally and informally. More than anything else, I consider listening and respect as the foundation for resolving conflict in groups. This sets the stage for the group to bring a good spirit and humor together and find a bigger solution than the initial disagreement or conflict. Recently, I had to get a Belgian team member and Croatian team member to work together when each had reasons they mistrusted the other. I asked them to clearly communicate their respective expectations and disappointments. And to agree to make a clean start to get past their previous conflict.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None. I own a home in Boulder but no interests that would create a conflict.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you taken or experience have you had that have shaped your thinking about urban planning? *

Please see my answer to question #2. I think the recent hearing about Google is a great example of the challenges and opportunities facing the Board. Plainly, the interest of Google to expand in Boulder is because of our community, landscape, life-style, talent and so forth. But, we also do not want lose what makes Boulder a livable, affordable and beautiful place. I earned a BA in History of Architecture from the University of Illinois. I studied historic preservation, zoning and land use in law school. I had a successful career as a lawyer before moving into business, most recently with HP as a VP in our global service business, where I have worked in many locations, especially in Europe. Growth without beauty and balance will hurt Boulder, so we need to encourage the right kind of growth to keep our community among the most livable cities in the world.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

1. Boulder OSMP has to be considered the most successful planning - the open space and greenbelt is unmatched anywhere and defines Boulder's great connection to the space, visual and recreational values the community loves.
2. South Boulder commercial development - I am not sure there is a single planning decision to point to, but south Boulder is the least vibrant mixed residential and commercial area in town. Table Mesa and Broadway is struggling and the small business areas near Table Mesa

and 36th are un-notable. I think efforts to make south Boulder a more engaging work-live location would also take some of the pressure off the central area.

3. Far North Broadway - work in progress. There are some very good newer spots towards Broadway and Lee Hill, but several major sites or areas that will be pivotal over the next 5-10 years in determining the character and attractiveness of far north Broadway.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

I have no specific recommendations at this time to change the regulations.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

I do think there is room for better holistic coordination across transportation and land use. It seems that some of the recent development has been more car-friendly than pedestrian and bicycle friendly. And, I would like to see a clearer picture of how we will make the best of linking the regional light rail to the connections within Boulder on public transportation.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

I'm may be wrong, but it seems like there is a one-by-one debate about each development without perhaps enough consideration of the bigger context. So, when I look at what is going into the former Daily Camera site, I am concerned whether it will enhance or fit with its surroundings. On the other hand, some of the mixed use buildings east of Broadway between Pearl and Arapahoe are quite good and are in places where some extra density works and helps the tax base.

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Date

02/09/15

First Name *

Bryan

Last Name *

Bowen

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-318-8746

303-443-3629

E-mail Address *

bryan@caddispc.com

Occupation

Architect

Place of Employment/Retired

Caddis PC

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

16 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have served on the City of Boulder's Planning Board since being appointed in 2012. During that time, I've been able to positively influence the outcome of projects and policy and believe that I've done a good job. This includes pushing good proposals to get better, making the tough choice to vote against proposals both from applicants and staff when appropriate, and helping to facilitate discussion and build consensus on the board. Currently I am the vice-chair. I've really enjoyed the past three years and I'm committed to the work. I feel I have good relationships with my fellow board members, and think that the Board would benefit from continuity/stability and my ongoing participation. I have also sat as the ex-officio member to Landmarks Board and to BDAB which gives me a good understanding of how the boards might relate to each other.

In addition to the more commonly held interests and concerns on the board (which are more or less in line with the City policies) I contribute insight into how real people move through and around project sites, what makes them thrive, and how their designers ultimately choreographs people's hours, days, and months – how the built environment impacts people's lives at a fine grain level and within our particular Front Range climate. I contribute insight into sustainability at all levels, being trained both professionally and at the university level, as well as being an accomplished expert in passive-solar design and green building, a senior LEED AP (since the pilot program in 1998), and trained in Passive House, the Living Building Challenge, and the Living Community Challenge. I understand technical drawings, the Land Use Code, building codes, energy, design, aesthetics, light, and space. I think that this is an essential set of qualities for my seat on Board at this time.

I was educated in architecture and received a minor in art at Carnegie Mellon University under people like David Lewis, who was one of the founders of modern urban design and of his firm, Urban Design Associates. I also studied under Vivian Loftness and Volker Hartkopf, lead building science educators and powerful contributors to the current professional sustainability movement. From people like Stefanie Ledewitz, I learned about human habitation of spaces and how to apply some simple tools such as Christopher Alexander's book, A Pattern Language. It was a great education, and for one year while I was there CMU was ranked the best architecture school in the US. I got lucky.

My background before that was in art, specifically metal sculpture, blacksmithing, foundry work, and lost wax casting. When I was in high school, I had art in galleries in four states. I mention that because I carry forward a true love of the creative and authentic.

My professional background began in Salt Lake City at GSBS Architects and continued at Jim Logan Architects here in Boulder. I've had my own practice for about 13 years, working locally and nationally with a few international projects here and there. I have a national level expertise in cohousing, co-operative housing, and community based design. My firm, Caddis PC, does a wide variety of work including everything from net-zero energy homes, ski area base villages, mixed use projects, and energy efficient affordable housing.

I work and live with my family in the Holiday Neighborhood, in Wild Sage Cohousing, and understand how some of the more successful of Boulder's experiments work at a nuts and bolts level. My kiddos both go to Crestview and my wife works for The Nature Conservancy. I've been on the board of the Cohousing Association of the US, several HOA boards, and am currently the paid architectural reviewer for Prospect New Town in Longmont. I also speak nationally at conferences and regularly attend conferences on sustainability, planning, and architecture.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

When I began working in Boulder in 1999 at Jim Logan Architects, I was regaled with stories of his days on Planning Board (and climbing) and developed an understanding and interest in the Board.

As an architect I had shepherded projects like Wild Sage Cohousing (under Jim Logan and through Holiday), a private Githins Acres annexation, Silver Sage Cohousing, nine Habitat for Humanity homes at People's Clinic, and the (unbuilt) EcoCycle/CHaRM/ReSource building for the Western Disposal Annexation at Butte Mill and 63rd, among others, through city processes such as Site Review, Use Review, minor-mods, non-conforming Use Review, and annexation. I wasn't as regular an applicant as many others are but I certainly became familiar with the environment and adept at the work.

During my term, I have brought forth a couple of our own projects for review. One of those, a co-op called North Haven we designed for Boulder Housing Coalition, had to run a complicated approvals gauntlet to accomplish a fairly simple goal of turning an old BHP apartment building into an affordable co-op. Seeing projects like that thread a difficult needle and accept a lot of constraints clarifies in my mind the Board's power and manner in which our land use code both limits and encourages outcomes. My experiences as an applicant and as a board member have given me insight into the nuanced work at hand. Since I work nationally, I get to see how other jurisdictions handle things. Recent projects of ours have had to get special approvals in Moab, Crested Butte, Nashville, Park City, Placitas, NM, and St Helena, CA.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Life as an architect involved working through contentious construction and finance issues all too regularly. I have been through numerous facilitator trainings over the years and have developed some strong skills in that area. My projects rely on my ability to find the path forward, to isolate problems, to identify areas of common agreement, and to forge consensus. Sometimes, the right answer is to not move forward at all.

In my personal life, I am very involved with the operations of Wild Sage Cohousing and have taken a role in resolving some of our thornier issues. Few of these are architectural; generally the sources of strife in a community come from finance or personal conflict. Because of the level of trust I have received, I've become the de-facto annual budget guru, and that requires talking about money and balancing people's personal desires/constraints with the goals and desires of the community. I've also helped resolve interpersonal conflict.

Each group requires its own techniques and tools. I find that the Planning Board benefits from holding a certain facilitator mindset. Being a good facilitator also helps you become good at being facilitated. In the meetings, it tends to be more useful to quickly distill areas of agreement or concern and to focus on the exchange of relevant thoughts with the goal of understanding, and I think the board generally does a good job of that (it's improving rapidly after a rocky start this year). I've worked to develop trust and good humor with the other board members and I think the dynamic is quite positive...and the meetings are getting shorter and more effective.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As a practicing architect, occasionally I may have relationships with applicants. In the previous three years of sitting on the board, only once have I had to recuse myself due to a contractual relationship to avoid the appearance of impropriety. I have also had one of our projects come under board review, and for that quasi-judicial meeting I recused myself. I've discovered that my client pool doesn't overlap substantially with applicants who are regularly seeking approval from the board. I have found that my understanding of the local construction world has been more of an asset than a liability, and that these relationships create trust, professional understanding, and technical insight.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you taken or experience have you had that have shaped your thinking about urban planning? *

Public engagement is arising as an interesting and important planning issue. How to build understanding and consensus are major questions. I'm optimistic. I've studied and practiced public engagement for years, and feel that there are good reasons for this optimism here in Boulder.

Energy and water consumption are critical issues, and I think that the next energy/water code adoption needs to reverse the current attitude of percent-improvements beyond code to caps on consumption (EUI by use profile, for example), ideally targeting something approaching sustainability. Food production is a big issue, but a lot of that lies outside of our boundaries. Municipalization is also interesting and important, and so far I'm a fan. I recently did a study of regional carrying capacity for the Living Community Challenge and the results are informative. Two things are true: we're beyond our regional carrying capacity now, and the solutions lie at a larger scale than the city limits (energy, food, water). All of this could be couched under Resiliency.

Affordable housing is a critical issue, and we're falling behind. The gap between the top of the affordable program and the bottom of the market is widening, and that's nothing new. In order to address this need, we're going to need a raft of tools such as ADUs and OAU's, co-ops, cohousing, commercial/housing linkage fees, public investment, and full efforts from Boulder Housing Partners, the Boulder Housing Coalition, and Flatirons Habitat for Humanity. BHP's strategic plan includes the creation of 200 affordable units a year for ten years, which will take some doing. I believe that mixed income neighborhoods offer the richest and best results, and that implies some level of gentle weaving into existing neighborhoods. Boulder's future holds little to no greenfield development – this place is all about infill and excellent regenerative design. Opportunities like the old Boulder Hospital area or Diagonal plaza are where the best work needs to be done.

The most interesting planning issue is that of urban form. What kind of a city are we going to be, and what kinds of impacts are we willing to incur as a result? This rolls together a lot of measurable and subjective criteria: height, intensity, use, parking, bike facilities, transportation, affordable housing. I feel that the only way to comprehensively envision this is through the lens of urban form rather than as separate issues. Each is too interrelated to address separately and the unintended consequences of looking at each separately are undesirable. It's also what makes sense to the public. They understand good visualization and modeling intuitively. My education and experience put me in a good position to contribute to the conversation.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

Violet Crossing isn't a terrible project, but because of mistakes in the BMS zone designation the presence of ground floor commercial uses was not required, and due to the prior development of Uptown's southern half the North Boulder Subcommunity Plan's idea of a village center was scrapped.

Diagonal Plaza is an easy target, and I'm picking it because it represents problems in underlying annexation agreements, PUD structure, ownership structure, infrastructure and transportation design, and current planning. We need to have the foresight to avoid this sort of situation as we craft our current development regulations. This is an example of needing to have the current and long range planning address what it is that will catalyze redevelopment so that something positive can happen.

I expect you'll see mention of the Transit Village in this section from other applicants. I think it's both a success and a failure on several levels, so I'll use it for both categories. I think TVAP's internal logic and coherence as a plan is probably fairly good, but the demonstrable results are not yet observable. What you can see so far are mixed results (specifically Solana and 29 North are architecturally poor projects). It hopes to incorporate a lot of city goals and factors, and it's good to aspire. It attempts to harness development pressure to achieve something great. Its current execution lacks largely in the loss of some ground floor retail/public uses, residential use profiles, inaccessibility of open space, and most especially architectural aesthetics, but the provision of affordable housing is great. Perhaps the largest failure may be that the idea has not been well enough communicated to the general population. As we see these larger scale redevelopment projects come in, I worry about what's lost in terms of use. The little weird things that can't compete in a big floor-plate new construction economic environment. This is especially concerning in North Boulder and East Arapahoe, where cheapness of rent and informality of physical form are critical factors in how things are now.

The First Christian Church project on 28th Street (the Providence) is a great example of historic preservation and infill development. The simplicity and warm materiality of the new

buildings that surround the historic church really do improve its setting and enhance its public presence. There are a few things that could have been improved, but the approval process really did a lot to make the outcome as good as possible. Ground floor entries, simple and logical massing, good material detailing all lend to its success.

The Holiday Neighborhood exhibits a great understanding of the choreography of community life. As a resident and business owner, I experience a richness of experience that's very rewarding. As I walk to Spruce Confections up the pedestrian way and through the park, I see friends that are working, walking dogs, gardening, playing, wandering with small children, and finally having coffee. I do business with people in the neighborhood, and it affects my choices of who I work with. It's the careful consideration of the planning and landscape details which offer this richness, and it's then supported by the architecture, which is not a monoculture but rather a playful mix.

21 Pearl is a nice infill project with good materiality and scale, a great relationship to the street and alley (although the south setback is quite tight). I'm not aware of how affordable housing was handled on that project or what the units are selling for, so I'm speaking more about urban form and architecture that's both of its time and contextually respectful.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.*

Some of the technical changes I'd propose would address predictability and ease of use. I see plenty of our regular, every-day residents struggle to figure out what the rules are for their own homes. The front desk staff at Planning and Development Services are great at explaining what rules apply, but the follow up work required to resolve some basic questions can require understanding the interplay between the site topography, solar ordinance, bulk planes, floor-area-ratios, open space calcs, and building height determination. Plus, there are all sorts of surprises baked into old annexation agreements. It's a lot to expect of folks, and it's too common for them to walk away frustrated. My firm commonly charges a flat fee of \$400-600 to do this work, but it is technically feasible for some of this to become built into the online or front desk tools the City could offer. This would help residents who are trying to figure out small jobs: a deck, a fence over a ditch, a small pop-top, a garage on an alley or a carport. Changes to the land use code here would be intended to allow our city fabric to improve gracefully and with ease.

Much bigger ambiguities face home-builders and developers, but at the same time we can expect them to do their homework and develop their own expertise. Changes made to the code to address this would clarify what exactly it is we're looking for and reduce gambling and speculation on the big questions as well as architectural aesthetics – which would also serve the neighborhoods. Some of this work has been happening on BDAB as we work to revise the Downtown Design Guidelines. Some of it is rolling into the land use code now as a part of current changes. Some of it might be the result of neighborhood engagement and whatever happens over the course of the next year or two. Some will be addressed by thoughtful application of a form based code.

Another change would be to simplify the Use Table and think through whether this tool is getting us what we want. For example, at Yarmouth Park a dentist had to run a special process to expand his dental office to the adjacent commercial space. There was no public feedback received, and I have not seen any negative impact to the immediate neighborhood. It's not a back-breaking hurdle for applicants, but it does cost time and money and impacts staff's work load. A quick effort to fix a similar Use Table situation is unfolding near the Foothills hospital to address medical uses and on the Hill for residential uses and ground floor retail, as you all know.

Also, there are zone districts in which calculations for minimum open space/unit encourage putting the largest home possible on any given piece of dirt rather than preserving open space or creating additional units of housing.

Several of the other changes I support have made their way into the Planning Board letter to City Council this year. That includes clarifying language in our review criteria like "minimize and mitigate energy use." I'd also like to see improvements to the land use code web interface.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.*

Someone has said that congestion is a symptom of a great city. I think there is some truth to that. In our climate and with our demographic there is a reason to hope for a high mode share for busses, bikes, and pedestrians, but it's not going to be car free any time soon. Probably the most important things the City can do to encourage biking are to continue making great bike facilities: racks, lockers, bike-shares, trails, lanes, programs, etc. A city-wide EcoPass system would be a major step. The truth is that limiting parking and reducing how much of our city land area is dedicated to the car is another tool with big impact. Also, having car owners pay their own way for parking will help.

The Envision East Arapahoe project, while challenged in a lot of ways, has done a decent job of showing the relationship between land use planning and traffic in that context. On a corridor like that, there is less of a connection than was anticipated. The difference in traffic projections for the different cases didn't show a strong tie to development intensity along such a major thoroughfare. It's more about creating well served neighborhoods along its length and making sure those residents don't have to drive to the extent possible.

That said, the ability for individual projects to create traffic or safety problems is known and well-studied. Continuing to require new development to evaluate and minimize impacts is important.

The most important way in which land use planning can reduce transportation impact is more about livability and making sure that neighborhoods are well served by uses they need that can be accessed on foot. The 15 minute neighborhood idea still holds water for me, addressing inclusivity, richness, and livability.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder?*

The recent increase in public interest in development is largely a reaction to the surge of construction we're seeing – and that in turn is the resultant of a lot of forces including long past planning efforts, bank lending, developer's perceived or real market demand characteristics, state laws on condominium liability, housing pressure from CU, and Boulder's desirability. I have friends and professional associates on all ends of the public opinion spectrum, which is not at all linear or simple. Many are enthusiastically supportive of a compact, dense, sustainable, increasingly "urban" (in a happy vibrant way, not a sad soulless way) regeneration of our city that would do a great job of protecting historical building, great places, open space, and views. Others oppose redevelopment for a wide array of reasons that are too numerous and varied to summarize here. Some just want it to stay as it was when they arrived, whether that was 1972 or 2008. I can certainly understand that, as I grew up in the rural west with that attitude.

I'm able to meet people where they are philosophically, and to reach across whatever boundaries might exist, which is useful on Planning Board. I don't believe in developing for development sake, preservation for preservation sake, or density for density's sake. It's just about making a great town. It's important to recognize that the primary force behind development is profit, and that regulation and discretionary review are our primary tools for directing that energy. That pressure is not going to go away, and I think the City needs to harness it mindfully to create whatever outcomes are desired.

The quality of design needs to improve. I think the jury is out as to whether the by-right projects are better or worse on average than those that go through discretionary review. If we're not going to allow innovative architecture, then we need to offer a high quality design standard. If we want innovation, we need to figure out how to allow it to happen. I think that some aspects of the form-based code could quickly eliminate ambiguity in the land use code and improve the outcomes. I think it's a mistake to equate tall with bad. Bad = bad. We need to go for excellence, rather than "less bad." It's more about vision than damage control.

Personally, I hope that increased public interest in development is not simply a few vocal people but the emergence of an actual multifaceted and increasingly sophisticated conversation. I'd love to see a wider conversation about urban form, sustainability, traffic, and affordable housing result in something great. I like the idea of engaging neighborhoods to see how they can help fulfill larger City goals and finding those places where consensus exists. I

am somewhat cynical about how much involvement we can expect from our residents...but we ought to make it clear how to get into the things one cares about most.

**Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019**

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PLANNING BOARD



Annual Application - 2015

The Planning Board consists of seven members appointed by City Council, each to a five-year term. The Board studies long-range planning matters, including the Boulder Valley Comprehensive Plan, and makes recommendations to City Council. The Board serves as an advisory board to City Council on applications for annexation and rezoning. The Board reviews and approves certain site and use review applications. The Board appoints one of its members to attend the Landmarks Preservation Advisory Board meetings as a non-voting advisor.

Staff Liaison: David Driskell (303)441- 3425

Meetings are generally held the first, third and fourth Thursday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

Date

02/12/15

First Name *

Louisa L

Last Name *

Baker

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-219-4065

E-mail Address *

llbaker4@msn.com

Occupation

Attorney

Place of Employment/Retired

Self employed

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

10+ years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am attorney; I have a B.S. degree in Political Science and History from Northern Michigan University and a J.D. Degree from the University of Utah. I am licensed (and have resided) in Colorado, New York and Utah. Over my career, I have specialized in the area of finance and at times, real estate law. Also, I have experience in assisting with a pro bono project to build an affordable housing project in Croton-on-Hudson, NY.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I do not have any experiences with this Board. However, as a citizen of Boulder, I want to give back to this community to assist in keeping it a place where I want to spend the rest of my life and a place where my children (a CU Freshman and high school senior) may find a home for as long as they choose to remain here.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I work primarily as a transactional attorney on complex commercial agreements. The crux of this work is to come to terms with all parties to the transaction and to capture the agreement in writing. As a negotiator, my role is to allow all interested parties (citizens) to communicate their concerns, including the "decision-makers" or "members" of the group. I recommend resolving disagreements between the members of the group by "airing out" their differences and by trying to find middle ground in accordance, of course, with the law and rules. Over the years, I have had very few transactions (out of thousands of transactions) that did not close due to the inability of the parties to come to terms.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not believe that I currently have any conflicts with respect to the work of this Board. The only client that I have in the State of Colorado is not located in the City of Boulder and has no business interests known to me in this City or any interests on which I work or have worked.

I don't believe that it is a conflict, but my daughter, Sophia LaChance, works as a cashier/front desk person for the City of Boulder, Department of Parks and Recreation Department.

Also, I have applied for a few positions to work for the City of Boulder and as of today (February 12, 2015) I have not yet heard from the City on those applications.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you taken or experience have you had that have shaped your thinking about urban planning? *

I think that Boulder is going through a transition with tension between a high demand for commercial and residential space and limited resources (vacant land) to fulfill that demand. This brings into play issues with maintaining a long term, sustainable economy in the City and a good quality of life for the people who live here. Boulder has preserved some of the most beautiful recreational space available to its its citizens compared to any city in the U.S., our Open Space. However, since the remaining "build-able space" is limited, the value of build-able space in the City is high (the 1st law of economics), making affordable housing a challenge for the middle class, students and the poor.

I have lived in five states (and owned five homes), in large and small cities, suburban and more rural areas. I practiced real estate law in New York City and assisted with a pro bono affordable housing project in suburban Westchester County, New York. I have been a subscriber and avid reader of the New York Times for over 25 years. Without the same consistency, I have also read the Boulder Daily Camera for about 10 years. These experiences and resources have shaped my thinking about urban planning.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

Three most successful examples of planning:

1. Table Mesa and Rolling Hills Subdivisions: This neighborhoods consists of small lots with small to medium-sized single family homes, mostly uniform in size and design, adjacent to multiple parks (large and small), recreation (including SBRC), schools, churches and community-based business (Table Mesa Shopping Center), all of which are within walking distance of each other and the Skip and 204 RTD lines with access to bus lines city wide.

2. Devil's Thumb and Shanahan Ridge Subdivisions: This neighborhood consists of medium-sized to large lots for medium sized to large single family homes interspersed with multiple family housing complexes, including town homes, small homes, condominiums and affordable housing units. It is adjacent to small parks and the Open Space, schools, churches and community-based businesses (Table Mesa Shopping Center), which are within walking distance, a bus ride or a short drive of each other and with access to the Skip bus line and thus other bus lines, city wide.

3. Boulder's Downtown area south of Pearl Street, including the Municipal Building Campus: South of Pearl Street, this neighborhood consists of parks and public areas interspersed with community gems, such as the Dushanbe Tea House, the Museum, Band Shell and bike trails, and is idyllic for events including the Farmers Market and the Boulder Creek Festival (to name a few). North of Canyon and adjacent to the business district there are historical buildings mixed with newer buildings with retail stores on the lower levels and residential above, the architecture of which mixes well together (such as on 13th Street, north of Walnut). It also includes ample parking, multiple bus lines passing through, bike trails and bike lanes on the roadways.

Three examples of unsuccessful planning:

1. The lack of a light rail line between Boulder and Denver. As a rider of Metro North Railroad for many years, I can attest to the incredible value of a rail line between cities. The lack thereof is such a waste of resources with so many people wasting time behind the wheels of cars burning fuel to go to work and arriving at destinations with limited parking. The added bus/toll lane on US 36 is not a long term answer to our problems and should not distract planners into accepting that nothing less a light rail line as a viable solution to the City and region's problem.

2. Inadequate parking for cars and bicycles downtown. Boulder has grown and continues to grow. On evenings and weekends, there is not enough parking for cars downtown and during the warmer months, for bicycles.

3. Inadequate yards, parks and/or recreational space for the (Aurora?) neighborhood just east of CU and US 36. I've walked through this neighborhood a number of times. Unless people live in an apartment or condominium with a pool and/or clubhouse, recreational space is very limited nearby, parking is sparse and it appears that the neighborhood was poorly planned.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

I do not have an agenda of making any changes at this time. I appreciate the height, setback and on-site parking regulations and I support keeping them in place.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

As I stated above, on a long term basis, a light rail line from Boulder to Denver would be critical. In addition and until that time, any consideration of development needs to include consideration of parking and the availability of public transportation. Waiving on-site parking regulations for new developments should be avoided. To the degree possible, the City of Boulder should work with the RTD to plan for expansions of service and lines which may be required as a consequence of development. The City may want to encourage more NECO pass availability for citizens and ask new employers to supply bus passes to commuters and commit to goals of high percentages of their employees car-pooling and bus riding to work.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

I believe that my thoughts on these issues have been discussed in the answers to my questions above. I think that balance and consistency are important in building and development. When there's a lack of this, a building or house that is too tall or too large, stands out like an eye sore in the community. A commercial or residential development without enough parking is painful to the surrounding neighborhood. However, older homes and buildings may be preserved alongside of newer, attractive buildings. I think that good planning may be accomplished with a sense of balance and consistency.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Parks and Recreation Advisory Board

Council Action Requested:

Appoint two new members to five year terms through March 2020.

Current Members:

2019 Thomas Klenow
 2018 Martin J. Gorce
 2018 Kelly Wyatt
 2017 Michael Guzek
 2016 Mike Conroy
 2015 Michelle Estrella
 2015 Myriah Sullivan Conroy

Occupation:

Entitlement Analyst
 Northglenn High School (Adams 12) retired English teacher
 stay-at-home mom
 Alpha Theory, Chief Information Officer
 Certified Public Accountant/Owner/Accounting Practice
 VP/Product Management - Zayo Group
 Self-employed

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Parks and Recreation Advisory Board Applicants

Amber Fahrenholtz
Boulder, CO 80304
Occupation: Bodin Realty International/Realtor

Mark Van Akkeren
Boulder, CO 80305
Occupation: Self-Employed - Coach/Consultant

Anthony Gannaway
Boulder, CO 80303

Valerie Yates
Boulder, CO 80304
Occupation: Retired - Attorney

Occupation: Polycom - Engineer

Sarah Hutson
Boulder, CO 80301
Occupation: RRC Associates/Research Analyst

Jennifer Kovarik
Boulder, CO 80304
Occupation: Boulder County Public Health - Program Co

James Mapes
Boulder, CO 80305
Occupation: CU/Molecular Biologist

Mariam Meghjee
Boulder, CO 80305-6329
Occupation: Retired

Chris Ozeroff
Boulder, CO 80304
Occupation: ARCA biopharma, Inc. - Co-founder, SVP &

Bob Shoulders
Boulder, CO 80302
Occupation: Retention Consulting Associates/Health Fitn



PARKS AND RECREATION ADVISORY BOARD

Annual Application - 2015

Date

01/29/15

The Parks and Recreation Advisory Board consists of seven members appointed by City Council, each to five-year terms. The Board offers advice and consultation to City Council and City departments on the acquisition, construction and maintenance of City park property, including mountain parks. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Staff Liaison: Sally Dieterich (303)413-7242

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Anthony

Last Name *

Gannaway

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-590-5993

Mobile Phone (?)

303-590-5993

Work Phone (?)

E-mail Address *

tony_gannaway@yahoo.com

Occupation

Engineer

Place of Employment/Retired

Polycom

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

9 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Various engineering roles in the telephony/datacom/VoIP environments with management/executive/budget responsibility at Senior Management/Director Level

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

No previous experience with this board. I looked into volunteering in the past but you needed someone with explicit experience of public/private projects and I had no such experience.

I have had some involvement with the Staff over the East Boulder Playing Field renovation. My home backs onto the East Boulder Park and I observe the actions of the Parks and Rec Department daily which is what sparked my interest of getting more involved.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I struggle with this question. As a professional engineer there is usually one or 2 right ways to solve a problem and the approach is to get everyone informed to the same level so a decision is made by the rough consensus over a number of meetings.

In areas where the facts are not so clear cut and political positions are a factor, it may be necessary to identify any participants that have personal biases and will not compromise and rely on the pressure of the group in the form of a vote.

I don't think a minority group with strongly held opinions should be allowed to overrule the common sense of the majority.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

While I don't have access to any inside information, it appears that there is a continuous "anti-tax" sentiment in the country and locally which objects to taxation of any sort, even when its for the benefit of the residents. The fact that the city was looking for expertise in in public private partnerships suggests this is an issue.

I believe the department should flat out ignore extremists attempting to undercut its funding and take any such issues to the ballot. Attempts at appeasement are doomed to failure.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Programs should be subsidized to a point to encourage users and enable facilities to be build, and if a building exists it is better it is used than allowed to stand empty, but highly popular activities should not monopolize facilities to exclude others.

I suggest minority sports should be given subsidized access to facilities (and monitored) for say a year and allow them to generate interest to the point of being close to self sustaining. If they can make it, fine. If not, they had their chance.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

I don't think its possible to answer this question without more information on the budget as there are so many factors to consider.

emphasis should now be more towards operational and maintenance of existing facilities rather than building out new, however, as buildings age etc they need to be replaced.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

My wife has participated in a number of "Gonzo" Tennis classes.

I use the Valmont Bike Park and the Rez occasionally and was involved as a member of Boulder FIDOS with the staff on the design of the dog park, but apart from enjoying the parks, I don't regularly use the facilities.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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PARKS AND RECREATION ADVISORY BOARD

Annual Application - 2015

Date

02/06/15

The Parks and Recreation Advisory Board consists of seven members appointed by City Council, each to five-year terms. The Board offers advice and consultation to City Council and City departments on the acquisition, construction and maintenance of City park property, including mountain parks. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Staff Liaison: Sally Dieterich (303)413-7242

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Chris

Last Name *

Ozeroff

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

Colorado

State / Province / Region

US

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-517-5288

E-mail Address *

cdoz215@gmail.com

Occupation

Co-Founder, SVP & General Counsel of a Drug Development/Biotech Company

Place of Employment/Retired

ARCA biopharma, Inc.

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

20 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a law degree, and from time to time in my career as a private lawyer have been involved in projects in which government was a major stakeholder. For example, early in my career, I worked on a major, pro-bono land use matter involving the permitting of a proposed facility for drug use rehabilitation. Therefore, I think I have the basic tools to understand legal side of government policy and decision-making. As a corporate lawyer, I specialized in working with entrepreneurs and new companies in the technology and life sciences fields, and frequently served as outside general counsel to these businesses, advising their boards of directors and management teams. About ten years ago, I co-founded a cardiovascular drug development company, and for that period have been one of the top three executives in the company, setting up the Company's legal and organizational structure, helping to set the Company's strategic direction, leading major corporate projects such as financings and acquisitions, and working closely with the Company's board of directors and the board's committees. I have also had significant experience in the non-profit sector, serving on several boards and founding non-profit enterprises. For example, for the last five years, I have been a board member of a US nonprofit corporation that raises financing for, and helps to manage a residential secondary school for at-risk girls in Tanzania, Africa. The dynamics of non-profit and for-profit enterprises are significantly different, and I think that my nonprofit experience has helped me to understand how to help guide an organization in which a diverse set of objectives and interests must be accommodated.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have been an avid user of the City's parks, including the mountain parks since moving here, through raising a family in Boulder and participating in sporting and recreational activities with my sons, and also through my own recreational activities as an avid hiker, rock climber, trail runner and guardian of a dog that also loves the trails. I have become very interested through this involvement in how Boulder manages its recreational infrastructure and accommodates the interests of the many different user groups of this infrastructure. When my sons were younger and on numerous sports team, I had the opportunity to visit the recreational facilities of many surrounding communities, and this also piqued my interest in how the City of Boulder prioritized its recreational needs and resources.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

For a period of time in my biotech company we had a situation in which one of the senior executives had major conflicts with other executives on the management team, including me. It was a very difficult period, but we worked through it and ultimately put it behind us. In dealing with this conflict, I think it was effective to continually consider the best interests of the company, and be careful to frame discussions in those terms. I tried to make sure that my ego and personal agendas were not influencing my position on any particular matter. With the executive at the focal point of the conflict, I tried to walk the fine line of showing respect for that person's positions while not wavering when advocating what I felt was in the organization's best interest.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't think that I have any actual or potential conflict of interest. I am a co-founder and board member of a new political education organization called Open Boulder, a non-partisan group seeking to increase electoral participation in Boulder and Boulder County. I do not feel that this organization poses any potential conflict with the Parks and Recreation Board.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

I think the greatest challenge is probably accommodating the needs of the many user groups in Boulder in a way which allows them to pursue their interests without unduly compromising

either the needs of other groups or the resource itself. I know that this is a common dilemma in managing a public resource. I think this problem is particularly acute in a community such as Boulder where there is intense interest in both outdoor recreation, of many different forms, and also a passionate belief in environmental preservation. I am particularly interested in how agencies like P&R approach and analyze these issues.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Fundamentally, I am a believer in democracy, and so I think that the most important criterion has to be the needs of residents. In other words, in a very general sense, recreational resources of the City should roughly align with the expressed interests of its residents. Of course, this principle cannot be applied too bluntly. There will be cases in which certain recreational needs are already well-provided for in the community through existing resources, while other, underserved groups need to be supported by the City for reasons of diversity and inclusion. In such situations, the City should be careful to allocate resources to these underserved groups. Included within this principle I think is the concept of ensuring that recreational resources are available to economically-disadvantaged residents. I am privileged to be able to afford a membership to a private athletic club in Boulder. However, many residents cannot, and I think it is both appropriate and important for the City to ensure that economically disadvantaged residents have good access to recreational resources, and that their particular recreational interests and needs are given special consideration.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

My priorities would be more funding and resources generally devoted to recreation centers, playing fields and similar parks infrastructure (eg, basketball courts, consideration of an ice skating rink), and more support for mountain parks.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

Currently, I (and my sons, who are at CU) mainly use the mountain parks for hiking, running, climbing and walking the dog, as well as the city parks, mostly for dog walking. While I think that the Boulder rec centers are quite good (my sons were avid users when younger), I think that there is room for improvement in our rec facilities, when compared with some other front range communities. I think that the indoor facilities for team sports could be improved. I would like to see better infrastructure for outdoor team sports, including ballfields and basketball courts. As indicated, I would like to see the City consider (if it hasn't already) a substantial ice rink, if that is feasible.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Jennifer

Last Name *

Kovarik

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

United States

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

503-545-4504

303-413-7524

E-mail Address *

jenkovy@gmail.com

Occupation

Public Health Program Coordinator

Place of Employment/Retired

Boulder County Public Health

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

6 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My educational background includes a bachelor's degree in biology and a master's degree in public health. In my current position, I oversee a county program that utilizes state tax dollars to program around tobacco-related issues. My position requires budgeting, program planning, program evaluation, grant-writing, and significant decision-making skills. I have served on a variety of committees and task forces over almost eight years with Boulder County, though none at the municipal level.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Although I do not have any experience with this Board, I have had several experiences with the services it oversees. I have played on a recreational kickball team (go, Bubonic Prairie Dogs!), taken classes at the North Boulder Recreation Center, and explored many of the parks around the city. Most recently, I've enjoyed learning more about the experiences of city staff and park managers as we discussed potential impacts of smoke-free parks and trails. I have been very impressed with the dedication, passion, and talent of staff and volunteers, and am interested in thinking about ways to continue to support our incredible places to play and strong programming.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I work in what can be a fairly contentious field, and have been in many situations requiring collaborative decision-making or compromise. I think that it is important to hear diverse perspectives, and to be as thoughtful as possible in a decision-making process. Ultimately, I think being clear about vision/intent, ensuring that everyone feels heard, and reflecting on the values of the community can be some of the most powerful tools.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not believe that I have any conflicts of interest around the work of this board, and have been thoughtful about potential conflicts as I considered which boards I might wish to be involved with. I recognize that the City has a clear policy around conflicts of interest, and I would want to ensure that City protocols are being followed. I believe that conflicts of interest should be transparently discussed in a timely fashion, with legal counsel, and that the Board member with a confirmed conflict must recuse him or herself from the discussion.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

In a vibrant community like Boulder, I think the Parks and Recreation Department faces several significant challenges.

We have a large parks and recreation system to maintain, which requires a large fiscal commitment. We have a diverse community in age, income, and desired activities. Planning for activities ranging from prenatal yoga to chair aerobics requires investment and creativity. As we continue to need infrastructure, the department must also consider how to keep activities affordable and maintain access for community members.

While the department works to maintain existing facilities and programs, they must also keep an eye out for opportunities - potential property expansions that enhance current parks, new materials or liabilities that need to be addressed in parks and facilities, and what models are emerging across the country.

As a community, I believe there are incredible expectations around our parks and recreation system, that can be difficult to meet in all cases.

I think that the Parks and Recreation Department is very aware of current challenges, and has done an excellent job establishing some strategic priorities. Continuing to be collaborative, consistent, and clear about the mission would be my advice, as well as continuing to pursue

creative solutions.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

In reviewing a decision around resource allocation, I believe that it would be important to consider information from staff, community capacity (does anyone else offer this service?), interest and accessibility for community members, staffing capacity, fit with the vision and mission, and the policies and protocols of the City.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

At this time, I do not have any personal priorities regarding staffing, operational, and capital funding across park sectors. Typically, I would suggest that staff are our greatest resource, and that we must ensure appropriate staffing and resources for training. Additionally, I believe that the capacity to maintain infrastructure is important and should be budgeted for/expected. I expect that the department has done a comprehensive needs assessment and will continue to update that assessment at regular intervals to assure that a maintenance schedule and large expenses are planned for (as much as possible).

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

Over the years, I have used a variety of Parks and Recreation's facilities, including the Rec Centers, the ball fields, the Reservoir, and neighborhood parks. I've taken classes, played on a team, and demonstrated just how terrible my frisbee golf skills are. I get to appreciate Pineview Park and Melody Park almost every day, wandering the neighborhood behind my office. I've enjoyed learning about the new playground at Pineview and introducing my friends' children to the "kids only" play structure.

I think having a general appreciation of how extensive the system is, in scale and diversity, as well as familiarity with specific issues, brings great value to the Board. To use Pineview Park as an example, I have watched it change dramatically over the last several years, including the addition of some unintended consequences. After a bridge was repainted, it became extremely slippery when it is wet, and a sign had to be added to warn people. I think being aware that something as simple as repainting can require additional services, is a valuable concept when considering change on both small and larger scales.

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First Name *

mark

Last Name *

van akkeren

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

boulder

City

80305

Postal / Zip Code

co

State / Province / Region

usa

Country

Best phone number where you can be reached

Home Phone (?)

512-293-5529

Mobile Phone (?)

Work Phone (?)

E-mail Address *

markavan@hotmail.com

Occupation

coach/consultant

Place of Employment/Retired

Self Employed

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8.5 yrs

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Bachelor in Business Administration - Finance

Corporate Finance roles (project feasibility analysis) at two corporations
Asset Management Analysis with Merrill Lynch

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have had a couple of the members encourage me to apply given my love for the city, the people, the outdoors, recreational opportunities and my background.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

One of the many hats I wear is as race director for an events production company. Occasionally we will come at an impasse with a local government body or even internally amongst ourselves as we lay out a race course. Simply making sure that everyone has a say in the matter and making concessions in some areas and defending with objective rationale in others allow for an amicable agreement to be reached.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As a triathlete and coach any decisions made in favor of facilities that would benefit that subset of the population. I'm a _very_ objective person and do appreciate being called on any bias I may exhibit.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

Infrastructure management and a funding backlog on maintenance seems to be the main priorities right now. A years funding isn't enough to cover the current short fall in these areas. I would suggest creating a priority tiering system to our back log and then, should a bond be presented, partition some of the funds from the bond, for facility upkeep in addition to the more stated goals of furthering the community P&R infrastructure. Each year addressing what tiers within hierarchy need be addressed and cared for.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

The most significant aspect that comes to mind is financial well being. However the collection of such data can be difficult to collect after a sign up has been made. In the future propose simplistic sign ups for activities that include household income and then establish a tiered system of pay-to-play for levels deemed so.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

Main priority would lie in the facilities or infrastructures that are passed their best by date. Adding a usage factor to the aforementioned scaling would assist in figuring out which priority comes first. Say it's a neighborhood park that needs some love by about 2 or 3 years but it has an incredibly high usage as compared to other parks of similar status. Or a top priority being a rec center or other such building that is 10 years past getting some loving and is visited as one of the highest in the city. You could also add other variables to this equation in an effort to make it more of an objective based score.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

We swim, lift weights, occasionally use the treadmills and at times in the past taken some of the classes. (currently not a rec center member). Our more elderly neighbors use the pools for therapy or hit the golf course. Young families around us love the splash pools. My

brother's after wedding brunch was hosted at Eben G Fine. I run along the creek paths throughout the city. I take my Pup to the dog parks. I enjoy watching races at the Bike park and watching those with more guts than I do cool stunts on the pump track. I've never had a bad experience with all that we have here. It's such a wonderful environment and I feel as the P&R is an extension of this amazing place that we live in.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Mariam

Last Name *

Meghjee

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305-6329

Postal / Zip Code

Co

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-499-1591

Mobile Phone (?)

303-522-2945

Work Phone (?)

E-mail Address *

mariamtm@comcast.net

Occupation

Retired

Place of Employment/Retired

Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

40+ years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Was on board of March of Dimes
American cancer society boulder relay for life board member
Past president of boulder community nursing council
Involvement in election process

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Have attended one meeting to present a case for the pool. I have seen the openness and various presentations the board has listened to and how much work goes into each decision making

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Nursing conflicts
Community activity planning
It is important to listen and respect all views and then make a beneficial decision

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Interest in a warm water pool I would refrain from voting and the board members may listen but not be swayed

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

Aging facilities
Finance
Various special needs of the community
Listen to staff and various groups before making a decision

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Community usage
Community involvement
Community benefits
Available finances
Private/public partnership

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

Safety first
Usage and needs
I would need to study this more

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

Pool
Hiking
Biking
The staff is doing an excellent job
I would like to be a part in continuing our love for the outdoors and healthy living

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First Name *

Sarah

Last Name *

Hutson

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80301

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

908-510-6202

Mobile Phone (?)

908-510-6202

Work Phone (?)

303-396-1627

E-mail Address *

sesralew@gmail.com

Occupation

Research Analyst

Place of Employment/Retired

RRC Associates

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

Since November 2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I've had many different experiences that will help me be a successful member of this board:

-I currently work as a research analyst for Boulder-based marketing firm RRC Associates.

Through this position, I conduct research for parks and recreation departments across Colorado and the United States, in order to help them understand residents' interests (both among active users and non-users of recreation facilities and services). Through this work, I have an in-depth understanding of the problems facing communities relative to parks and recreation, as well as current recreation trends.

-I have a graduate degree in communication from The Ohio State University. This background has provided me with honed skills within communication (both interpersonal and mass; written and oral), critical thinking, and research.

-As an adjunct instructor at the Community College of Aurora, I taught conflict resolution. I am very well versed in different models for resolution, and would love to apply this knowledge at the local government level, where possible.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I actually have not had any prior experiences with the Parks and Recreation Advisory Board. I have, however, had experiences with the Parks and Recreation Department. My husband served as a seasonal employee for the Department in 2013. Also, as a community member I have used Parks and Recreation facilities and services.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I help manage a research program on the upper Colorado River, on behalf of a group called the Wild and Scenic Stakeholder Group. This group is comprised of over 100 members, representing 20 different organizations, who have come together to provide alternative management of this section the river. The stakeholders represent both public and private agencies, with often competing interests: conservation, protection of wildlife, protection of recreation and tourism on the river, water projects to serve Front Range population growth-the list goes on. While this mix of interests could lead to conflict, the stakeholders have found a great deal of common ground. The research program I help manage has helped provide this common ground. When disparate groups can focus on objective information, gathered using rigorous methods, conflict may be mitigated. This is just one example of how focusing attention toward facts and information can help reduce conflict, which is often exacerbated by emotion.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

My husband's previous employment with the Department could be seen as a conflict of interest. However, I do not see this as an obstacle, but as an asset, because I have unique insight into some of the strengths and weaknesses of Parks and Recreation in the community. Additionally, my heavy involvement of research for parks and recreation departments across the country could potentially be seen as a conflict of interest. However, I also see this as a strength, because I have an understanding of the challenges and opportunities in other communities.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

I see the following as challenges:

-Restructuring may be necessary relative to staffing. As it stands, the Department seems quite top-heavy, with diminished resources toward those who work in the field. When employees leave, there is often a lag in replacing them, shifting more burden toward current employees. Additionally, despite available resources, the volunteer model has been widely adopted. Over relying on volunteers is problematic, due to problems of retention and lack of in-depth knowledge.

-In Boulder, there are many competing facilities for recreation services. The City may be well served to understand how to keep parks and recreation facilities and services relevant to more people, now and in the future. In particular, given the increase among both millennial and baby boomers in Colorado, it will be important to consider the needs and desires of these particular generational segments.

-Funding is always a key issue. Careful attention must be paid toward the balance of maintenance of current resources and acquiring and developing new resources.

-The conflicts between urban life and wildlife can be tricky. Being mindful of protecting natural resources, while accepting the growth of the community and natural human impact that follows suit, remains a challenge.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Here is where I believe research plays a large role in decision-making. By asking residents what they most want, data can be used over personal preferences. Then, if citizens react negatively, we can point to the data and reason that we are representing the interests of the entire community.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

I see staffing/operational funding as a top priority, over capital funding priorities. Without a proficient and well-paid work force, our facilities and amenities will lack proper maintenance. Ultimately, this would diminish the opportunity for citizens to enjoy the great facilities and programs already offered by the City.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

I love hiking, road biking, yoga, backpacking, and swimming. My husband enjoys rock climbing, disc golf, mountain biking, and dirtbiking. Together we enjoy camping and skiing. We have used the North Boulder Recreation Center, Valmont Bike Park, Boulder Reservoir, and various neighborhood parks. Given our wide range of recreation interests and previous experience with the City's parks and recreation offerings, I would come to the board with context for considering acquisition, construction, and maintenance of City property and for coordinating policy on the development and use of recreational facilities.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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PARKS AND RECREATION ADVISORY BOARD

Annual Application - 2015

Date

02/09/15

The Parks and Recreation Advisory Board consists of seven members appointed by City Council, each to five-year terms. The Board offers advice and consultation to City Council and City departments on the acquisition, construction and maintenance of City park property, including mountain parks. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Staff Liaison: Sally Dieterich (303)413-7242

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Amber

Last Name *

Fahrenheit

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-988-6490

E-mail Address *

salesmachine777@gmail.com

Occupation

Realtor®

Place of Employment/Retired

Bodin Realty International

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

5 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Working with buyers and sellers in the real estate business in Colorado. Associates Degree, Interior Design. Experience working as a Traffic Control Supervisor for temporary traffic control. Of course, being a mommy!

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I live directly across from Foothills Community Park and enjoy the nearby trails, playground, and dog park.

My son and I visit the rec. centers often. He absolutely loves the camps at the East Boulder Rec. Center.

I have attended many hikes done by Boulder's OSMP. A picture of my son enjoying an OSMP's Magnification Hike won Honorable Mention in 2013's My Chautauqua Photo Contest.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Of course when selling real estate there's always some disagreement. Especially during inspection. One disagreement I can recall is when a seller was unwilling to fix some of their inspection items for my buyers. I never argued with the sellers or demanded the buyers pay for the items because they had already paid for so much during the transaction. I gladly paid for a garage door repairman to fix the garage door and I also paid for a handyman to fix the side gate. These items weren't a huge expense and I wanted the buyers to know that I truly cared about them and the safety of their family. (Especially the garage door)

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As a mom, I would want more recreation and activities for children. This could be a conflict for a board member who may put higher priorities on other groups of people.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

Specifically, dogs who are off leash in parks where there are children nearby. (Mainly, the Scott Carpenter Park) There should be more visible signs that dogs must be leashed. People love their dogs here in Boulder, and I can see this as being a great challenge addressing this issue.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Public demand. Surveys are a great way to find out what facilities the residents use the most.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

I think that the staff should always be fairly compensated in order to ensure their happiness and desire to provide a positive experience for Boulder residents. Staff members should be well trained and background checked if working with children and elderly residents. The facilities should always be fully staffed to ensure safety (especially the swimming pools). Rec. Centers should be highly valued due to their ability to provide for residents of all ages from seniors to children and everyone else in between. Also, Rec. Centers are a great place to go during inclement weather. Community Parks should have equipment that is safe and well maintained. The bathrooms should be clean at all times and the residents should feel comfortable using them.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

Hiking, Bike Riding, Dog Parks, Rec. Centers, Chautauqua, Natural Selections, Camps, Pearl Street Mall, Pine Park, Settlers Park, Foothills Community Park, Fine Park, Scott

Carpenter Park, Flagstaff Mountain, and The Boulder Creek.

My experience using these facilities has been mainly very good and positive for both me and my son.

Things I have noticed are:

- 1) Litter near the Boulder Creek. This would motivate me to organize clean up efforts.
- 2) Dogs off their leashes in all the Boulder Parks (near playgrounds). I would be motivated to educate park goers on the dangers of dogs being off their leashes near children. I would like to see more signage to inform park goers to keep their dogs on their leashes.
- 3) People soliciting me every time I go to the Pearl Street Mall. I work in sales, so of course I would never be mean to them, but I find it annoying that I can't walk down Pearl Street without being asked to listen to a sales pitch. The workers are usually posted on both sides of the walkway and there's really no way of avoiding them. I would suggest that solicitors only solicit one day a week at the Pearl Street Mall or kindly solicit somewhere else.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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PARKS AND RECREATION ADVISORY BOARD

Annual Application - 2015

Date

02/05/15

The Parks and Recreation Advisory Board consists of seven members appointed by City Council, each to five-year terms. The Board offers advice and consultation to City Council and City departments on the acquisition, construction and maintenance of City park property, including mountain parks. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Staff Liaison: Sally Dieterich (303)413-7242

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

James

Last Name *

Mapes

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-818-0097

E-mail Address *

jamesmapes@gmail.com

Occupation

Molecular Biologist

Place of Employment/Retired

University of Colorado

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

14 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

As a biologist, I am trained to assess and analyze sophisticated data sets. In terms of service, I gained valuable experience when I served as the graduate student representative to the Molecular, Cellular, and Developmental Biology department. Attending faculty meetings for 3 years, I gleaned an understanding of Robert's Rules and valuable insights about how to be an effective member of a deliberative body.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I attended open houses and PRAB meetings during the planning for the Valmont Bike Park. That experience and the fantastic results of that process showed me the importance of public participation in Boulder governance.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I was recently involved in dispute over author attribution for a scientific journal publication. The order of authors listed on a paper is supposed to signify the amount/significance of the work they performed. In this case, there wasn't agreement between all the parties on who should be the primary and who the secondary author. We set up a meeting with a neutral party to mediate and found an agreeable solution. We decided to deepen our collaboration so that we could simultaneously submit two papers with the order of authorship reversed on the second paper such that we each had the opportunity to be "first" on one paper and "second" on another.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no known conflicts of interest with the work of the Parks and Recreation advisory board. If I had a conflict or there was the possible perception of a conflict I would follow standard practice and consult with the City Attorney's office.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

Distributing resources to meet the needs of the greatest number or/and most underserved constituents is the greatest challenge I see facing the Parks and Recreation Department. For example, the planning for South Valmont has attracted many diverse and often incompatible constituent proposals. It will be a challenge for PRAB to balance all of the fiscal and physical limitations of the project without alienating specific user groups. A careful cost benefit analysis for each desired amenity and creative solutions when conflicts occur is the best path to a good outcome. I am concerned that even though some parts of the community are very engaged, many voices remain unheard. Enhancing the opportunities for engagement in the process online could have an impact. For example, streaming PRAB meetings and open houses would let people stay involved without having to attend every meeting.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Some types of recreation are well supported by the private sector and other non-profit entities in the community and these generally should not receive subsidies. For example, the market is supplying a sufficient number of yoga classes. Other activities have levels-of-service (LOS) that are lower than desired and should be considered for subsidies. Public-Private partnerships could be a way to expand the impact of Parks and Recreation resources and increase some program offerings.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

I strongly believe that all of these priority areas are important but I am particularly interested in neighborhood parks. I believe that neighborhood parks can best serve children because they

don't require cars for access. Neighborhoods including far north and northeast Boulder don't have a Recreation Center within walking/cycling distance, and kids in these neighborhoods are missing out. I'd like to see more programming in the neighborhood parks so that kids can participate in programming without as much dependence on adults.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

Our family uses many of the Parks and Recreation services and facilities. Our two year old attends a gymnastics class at the South Boulder Rec Center and a swimming class at the East Boulder Rec center. I mountain bike at the Valmont Bike Park and have raced in cyclocross races at the Boulder Reservoir. My wife uses the workout facilities at South Boulder and the child care services at East. We are also frequent casual swimmers at North Boulder and the Spruce Pool. I had a plot at the Hawthorne Community Garden for 5 years. I believe my relatively broad experiences with Parks and Recreation services will be a valuable point of reference.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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PARKS AND RECREATION ADVISORY BOARD

Annual Application - 2015

Date

02/11/15

The Parks and Recreation Advisory Board consists of seven members appointed by City Council, each to five-year terms. The Board offers advice and consultation to City Council and City departments on the acquisition, construction and maintenance of City park property, including mountain parks. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Staff Liaison: Sally Dieterich (303)413-7242

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Valerie

Last Name *

Yates

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-351-1583

Mobile Phone (?)

Work Phone (?)

E-mail Address *

vyates@gmail.com

Occupation

Attorney

Place of Employment/Retired

Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

8 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My background as a regulatory lawyer may help me fulfill the responsibilities of serving on the Parks and Recreation Advisory Board because I have training and experience in interpreting, implementing, and complying with complex regulations; seeking and responding to public input; and prioritizing goals and objectives. My skills include reading carefully, focusing on key issues, asking relevant questions, offering reasoned arguments, and making sound decisions.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

My interest in serving on this Board stems from my enthusiasm and appreciation for the huge variety of services, facilities, and opportunities provided by the Parks and Recreation Department. In particular, I am eager to be involved in the implementation of the Parks and Recreation Master Plan and in the development of the Civic Area Master Plan. I am also very interested in the development of the Aquatic Feasibility Plan and the proposals for Valmont City Park.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a former board member of a non-profit advocacy organization, I have had multiple opportunities to discuss issues on which board members did not agree. In my view, the key to mitigating conflict is to be mindful of my own role in the discussion. I strive to express my views clearly, remain respectful of and open to considering conflicting points of view, not to take it personally when others don't agree with me, and not to repeat myself in an effort to sound more convincing. I believe that each person should have the chance to explain his or her perspective, ask questions, listen to other points of view, reflect on what has been said, and possibly find common ground. Once that has been provided, it is time to vote, accept the decision of the group, and move on to the next issue.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

Like any potential board member, it is possible that a proposed action by the board could give rise to a potential conflict of interest, for example, due to proximity to my home, a financial interest in the particular amenity provided, and/or my connection to any of the parties to a decision. If any such circumstance were to arise, I would follow the disclosure and recusal procedures set forth in the City's rules, including seeking an opinion from the City Attorney about the applicability of the conflict of interest rules to my situation.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

1. Implementing the guiding principles set forth in the 2014 Parks and Recreation Department Master Plan: My guidance would be geared towards making sure the Department stays on track with the comprehensive framework outlined in the Plan, including the next steps of updating the Needs Assessment and developing the three year action plan.

2. Securing partnerships with stakeholders and other providers: This is a new area for the Department and I think it is important to develop clear guidelines, criteria, and procedures for creating, assessing, and potentially modifying these new partnerships as we learn from experience.

3. Development of the Civic Area Master Plan: Focus on fostering real community engagement in the development of the site/master plan. This highly visible project will showcase to the community and our visitors how Boulder mixes parkland with the built environment. It is not enough to simply count attendance at events or to conduct brainstorming sessions when the proposals and outcomes are perceived as pre-ordained by professional planners and developers. It would be nice to pursue ideas initiated by community members. There are going to be strong feelings about the outcome of this process. I hope the

community will be proud of the results.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

In determining how to allocate resources between various programs, the Department should evaluate the extent to which each option adheres to and promotes the mission, vision, and guiding principles set forth in the 2014 Parks and Recreation Department Master Plan. This comprehensive document contains extensive guidance for establishing an annual planning process by which to review potential initiatives and to determine which programs make the most effective use of our limited resources to meet the community need. Critical next steps will be updating the Needs Assessment, establishing the next three year Action Plan, and developing the Recreation Priority Index.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

My priority is to ensure that the Department is guided by and fulfills the criteria and objectives set forth in the 2014 Parks and Recreation Department Master Plan. As discussed above, tremendous work has gone into establishing goals, priorities, and initiatives for both the recreational programs and the physical assets in the system. Financial sustainability and protecting what we have are key themes. Developing the Asset Priority Index will be a useful tool for determining adequate staffing and funding of the various park sectors.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

I routinely enjoy the following recreational facilities and programs (in no particular order): (1) Foothills, Valmont, and East Boulder dog parks on a near daily basis; (2) the North Boulder Rec Center for fitness classes, tennis lessons, lap swimming, and viewing local art and ceramics; (3) the East Boulder Rec Center for swimming lessons and viewing local art; (4) the bike paths throughout the city; (5) the Boulder Reservoir -- the north side for off-leash recreation with my dogs, the south side for paddle-boarding, picnics and events, and the area overall for riding the trails on my bicycle; (6) North Boulder Park and Scott Carpenter Park for walking my dogs on-leash; (7) numerous pocket parks that I encounter while walking my dogs; (8) Dog Dayz at Scott Carpenter Park; and (9) the Pearl Street Mall for all of its charm throughout the seasons. I've also had fun testing my skills at Valmont Bike Park and on the disc golf course. My experience with and appreciation for the vast array of parks and recreational facilities I've enjoyed is a primary motivator for wanting to serve on this Board. I am eager to volunteer my time and abilities towards ensuring the success of these programs, securing the long-time viability of the system, and promoting broad community participation in the opportunities provided.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Transportation Advisory Board

Council Action Requested:

Appoint one new member to five-year term through March 2020.

Current Members:

2019 Daniel Stellar
 2018 Dom Nozzi
 2017 Zane Selvans
 2016 Andria Bilich
 2015 Jessica Yates

Occupation:

Nonprofit Executive
 Walkable Streets, town and transportation planning consultant, pu
 computational geologist
 NOAA National Geodetic Survey
 Lawyer - Snell & Wilmer LLP

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Transportation Advisory Board Applicants

Mara Abbott
Boulder, CO 80302
Occupation: Professional athlete, yoga instructor, person

William Rigler
Boulder, CO 80304
Occupation: Naropa University - Director

Johnny Drozdek
Boulder, CO 80303
Occupation: Simpson Strong-Tie - Engineer

David Vollmar
Boulder, CO 80304
Occupation: Twitter - Software Engineer

Tila Duhaime
Boulder, CO 80302
Occupation:

Thomas Wells
Boulder, CO 80302
Occupation: Navigant Consulting - Energy Engineer

Fred Ecks
Boulder, CO 80303
Occupation: Retired/Semi-Retired Software Engineer and

Debra Garelick
Boulder, CO 80303
Occupation: Cherry Creek Properties, LLC

Carmel Gill
Boulder, CO 80302
Occupation: Level 3 Communications - Lawyer

Eric Gordon
Boulder, CO 80304
Occupation: CU/Boulder, Western Water Assessment, Pr

Loren Pahlke
Boulder, CO 80305
Occupation: Retired - Technical Wrtier

Paul Perlmutter
Boulder, CO 80304
Occupation: Retired



TRANSPORTATION ADVISORY BOARD

Annual Application - 2015

Date

02/09/15

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Carmel

Last Name *

Gill

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-249-5049

E-mail Address *

carmelgill@comcast.net

Occupation

Lawyer

Place of Employment/Retired

Level 3 Communications

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

10 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am a lawyer in-house with Level 3 Communications in Broomfield. I manage disputes and litigation for the company. Because much of Level 3's fiber optic network is buried in the public right of way, I am familiar with the complexities of major municipal transit projects, as utility relocations are one of the first steps.

I served two 3-year terms on the Board of Directors of the Colorado Chapter of the Association of Corporate Counsel, including one year as President. In the early 1990s, when I lived in Pasadena, CA, I formed a homeowners association, and served as President, to lead a discussion with the Pasadena Mayor, City Council, and municipal traffic/transit experts that succeeded in moving a stop for a proposed light rail station from a one-lane residential street to a two-lane commercial street nearby.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

My interest was not sparked by any particular issue or experience, but rather by the large-scale complex question: How can Boulder maintain a beautiful City that allows residents and others to get to and from the City, and navigate within the City, by foot, bike, transit, and auto, efficiently, safely, conveniently, sustainably, and at a reasonable cost? Answering the question requires balancing many competing interests in a fair and thoughtful manner. After listening to much of the recording of the TAB meeting on January 12, and attending the TAB meeting on February 9, I find the issues that TAB addresses very interesting. I would like to be a part of the team that addresses these issues in Boulder.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

My job involves working through disagreements and conflicts on a daily basis. I strive to listen respectfully to all sides, look at the dispute from multiple perspectives, and understand both the motivations of the parties and the constraints under which they are operating. That approach helps me find a long-term solution that all members can live with. Sometimes I need to seek the advice of an outside expert to help persuade the parties.

I try to gather and organize the critical facts surrounding the conflict. Presenting those facts in a non-confrontational and attractive way, goes a long way to helping parties reach agreement. At the end of the process, if certain members must make sacrifices, I try to recognize those sacrifices to show that those members' wishes were heard and considered, even if they were outweighed by other concerns. I find that good manners, honesty, and humanity are essential in resolving conflict, and humor can help enormously.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

The only potential conflict of interest that comes to mind is my work for Level 3. To the extent there were a Transportation Advisory Board issue that posed a conflict with Level 3's buried fiber optic network, I would need to recuse myself from that discussion. I do not anticipate any conflicts.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The major challenge is helping people to travel by foot, bike, or public transit rather than in cars, even in inclement weather. Of course, for social and economic reasons, travel by car must remain a viable, convenient, option for those who need to use cars. It may make sense to investigate an option of short-term rental cars scattered around the City, like B-cycles, for people who use public transit, but suddenly need to use a car for a short period of time. Where bus routes have busy times and low ridership times, it might make sense to use big and small buses.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

I see the congestion on Hwy 36 as a major issue to be addressed – workers commuting to and from Boulder. I'd like to see public/private efforts to make public transportation a more efficient, convenient, cost-effective, and pleasant option for commuters than driving (e.g. Eco-Passes partially funded by businesses, and economic incentives for businesses to fund the passes). In addition, I'd like to see some more analysis and proposed solutions geared toward housing and commuting in the City, especially where there is a realistic opportunity to have people live near where they work. I'd like to figure out a creative way to increase RTD ridership without increasing costs. The City has made tremendous progress already, but I'd like to see additional efforts to encourage commuting by bike, such as free roadside assistance/ride home for bike commuters in case of mechanical difficulties/weather/darkness, etc.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Aside from the Hwy 36 congestion, I see traffic/transit planning around the Arapahoe East/Boulder Hospital Foothills corridor, Boulder Junction, and the new Google campus as critical issues. Once I get more familiar with these transportation issues, and the City's current plans, I will be able to make suggestions for new approaches.

I'd like to reduce tensions between drivers and bicyclists by greater education for both sides, such as, friendly, informative, enclosures in utility bills, clearer road signs, and greater outreach to bicyclist and mountain/rural communities. To the extent funds are available, road improvements that allow for greater separation between pedestrians, bikes and motor vehicles, e.g., separate pedestrian/bike paths, wider bike lanes/shoulders, and more frequent street sweeping, would also reduce these tensions.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I would take a look at what is working effectively in other cities, to see what ideas we could copy. That process should spark a lively debate and creative ideas that would work for Boulder and the surrounding region. Once I had some suggested approaches, I would seek out the thoughts of the affected individuals, groups, organizations and businesses, by reaching out to them, and meeting with them at times and places convenient for them.

Questions Regarding Applications:
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cityclerkstaff@bouldercolorado.gov
303-441-3019

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TRANSPORTATION ADVISORY BOARD

Annual Application - 2015

Date

02/09/15

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

David

Last Name *

Vollmar

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-494-5018

Mobile Phone (?)

720-352-1111

Work Phone (?)

E-mail Address *

dv@the-dave.com

Occupation

Software Engineer

Place of Employment/Retired

Twitter

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

22 Years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a Master Degree in Computer Science from CU Boulder and have worked in in this field for 20 years in technical and leadership roles.

This the first time I am applying for a governing board, but I have followed the political landscape in Boulder for many years and have helped out on several campaigns.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Having lived and worked in Boulder for over 20 years, I have close personal experience with all modes of transportation. I commuted to downtown Denver for 3 years, enjoying quiet rides on the treasured H bus. In contrast I spent a year driving to Parker 3 times a week, which I enjoyed considerably less. For the past several years I have commuted from my home in North Boulder to various offices in the downtown area, taking the SKIP, bicycling, or driving my car in roughly equal measure.

All this exposure has given me good insight into large variety of transportation modes and how city planning affects each of these modes.

I have always been interested in technological solutions to reduce our environmental footprints. In 2006, while being self employed I pursued the idea of a social ride sharing application. I researched the topic of ride sharing and discussed the topic with others around the country who were working on similar ideas.

While discussing my ideas with some city staff at that point (Chris Jones and Randall Rutsch) the idea came up of building a smart phone application that could be used to gather travel diary information. I started to build this application, but sadly could not complete the work due to time constraints.

There are many insights that I gathered from this experience:

- The transportation infrastructure has to serve an incredible diversity of needs, and there is not a 'one-fits-all' solution
- The complex relationships between different concerns (e.g. environment and economic vitality) can be confounding and required careful analysis
- The reasons for residents to choose driving over alternative transportation modes are multi fold. (It's not that they are just lazy;-)) Concerns range from health and safety, to cost and convenience. All of these concerns must be addressed in order to get more people to leave their cars behind more often.
- Although a laudable goal, having a majority of car free households citywide is clearly not achievable any time soon.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

During my professional career I have come to appreciate the power of consensus building, even when objective, technical decisions are being made. In my current role as technical lead I frequently have to facilitate finding solutions for technical problems for which it is impossible to predict at the beginning of a project what the 'right' approach might be. During that process it is critical that every team member buys into the approach, since it is the only way of making progress.

I have also served for 11 years on the board of my HOA in a Co-Housing community. Our board includes the owners of every household and operates by consensus. We must often work to find compromises for difficult issues. Many of these discussion can turn quite emotional, considering that they revolve around our homes.

In either of these situations I endeavor to fully understand the emotional context and the factual background in order to achieve common ground while still striving for a successful

solutions.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None foreseen.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The TMP represents an impressive amount of work, a thorough analysis of key issues, and a creative, multi faceted approach for advancing the vision of the community. In general I agree with almost all the conclusions and action items in the plan.

I perceive that the biggest challenges for achieving the goals are:

- a) Lack of regional control
- b) Conflicting visions within the community of Boulders future
- c) People's habits are hard to change
- d) Funding

The TMP discusses itself how to approach these issues. Being persistent in pursuing the plan and showing rigor while tweaking it when circumstances change will go a long way.

Additionally I believe these challengers are best addressed by:

- a) Socially compatible demand management
- b) Vision leadership(*) (We have to stand by the goals in public, even if this is not popular with every resident) and ongoing community outreach in order to achieve highest possible community buy-in.
- c) Leverage more high tech solutions to make leaving you car behind more and more attractive.
- d) Careful budgeting (**) for optimizing highest return on investment

(*) It is a little bit embarrassing how currently the Boulder Junction project has gotten criticized lately, where it is clearly a prime example of providing an example of a successful implementation of TMP goals.

(**) The lack of increase of traffic from 2000 to 2010 for instance presented an opportunity to adjust budgets.

There is the larger issue of how zoning and planning can affect transportation requirements. Land use issues and transportation concerns are closely related and it may be worthwhile to consider how the relevant boards can better communicate.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

I feel that Boulder has made significant progress making it more and more appealing to residents to leave their cars behind and I feel confident that we will continue on this track.

In order to continue the modal shift away from SOVs a multi pronged approach is required that should

- entice companies financially to discourage car use without driving them out of the community
- make alternative mode travel as attractive as possible
- give a slight planning preference to non-SOV travel
- continue to endorse community building events around alternative transportation (e.g Bike to Work events, Ciclovía, Boulder 360, and even the "Boulder Nites Classic")
- ongoing push for a community eco pass is appreciated, but my personal intuition tells me that the main reason that some Boulder residents won't use public transportation has nothing to do with cost. (I would love to see surveys that explore that topic)
- I personally feel that demand management is an appropriate tool if applied with price sensitive social concerns in mind

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

One of the biggest issues I see is the regional commuter traffic in and out of Boulder. (See discussion in question 8.)

Personally I believe the next big improvement in local traffic management will come from real

time arrival information offered via smart phone applications that will inherently reduce wait times for passengers and make transit travel significantly more attractive to citizens. (Who hasn't chosen to take the car downtown on a cold winter night, because it was unclear how long they would have to wait for a bus?)

8. What do you think would be an effective approach for creating regional transportation solutions? *

The projected growth in population and commuters could potential overwhelm Boulder's infrastructure if we fail to build a regional network that is attractive for commuters.

One of my biggest concerns and toughest problems I currently see is the apparent inequity in how much tax revenue from Boulder streams into regional RTD projects without the corresponding benefit to commuters in and out of Boulder. This problem will be the hardest one to tackle in order to achieve the the long term TMP goals and economic and environmental sustainability. As a community we need to stay seriously focussed on promoting Boulder's interest in these matters.

Additionally Boulder needs to support multimodal (park-n-ride, bus and bike/walk) commutes as much as possible. B-cycle is a great option for this type of commute and offering more locations to provide that service would go a long way.

One of the biggest concerns I hear from non-residents commuting into Boulder is that their 'first mile' is the most inconvenient part of their trip. Since we cannot control the first mile when it is not in Boulder, perhaps we could encourage them to leave their cars at the edge of town and take another mode to their Boulder destination. I would be curious to see the feasibility of Park&Rides at the edge of Boulder with frequent connections to commercial hubs, e.g. downtown.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Debra

Last Name *

Garelick

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

co

State / Province / Region

United States of America

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-912-8616

E-mail Address *

debbie@thegarelicks.com

Occupation

Realtor

Place of Employment/Retired

Cherry Creek Properties, LLC

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

Since 1974

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am the NECO coordinator for Park East Neighborhood. 144 homes. I take public transportation on a regular basis.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

No, only as it relates to the Neighborhood Eco Pass program

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I am a realtor and work with negotiations on a constant basis. My goal in life is a meeting of minds between my client and the party at the other side of the table.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

The only thing I can think of is that I am the neighborhood coordinator for our NECO program.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

As US 36 is completed and the bus lanes are used more, more people will want to use the RTD services. It would be wonderful to incorporate the Eco Pass program as a community wide service available to all City of Boulder residents and include the cost per household on their utility bill.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

As we see that the US 36 corridor is more and more congested, it would be wise to have businesses within the city of Boulder support the Eco Pass program and also to have RTD have more Buses so that it is easier and less congested to actually ride. Not everyone can ride as some people live off the RTD route map but maybe we will get more people coming into boulder on bus if the businesses hire them give them the passes.

Having other modes of public transpiration in the future would also free up the roads.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Congestion on the main roads in Boulder during rush hours. Parking is also an issue

8. What do you think would be an effective approach for creating regional transportation solutions? *

US 36 is a mess right now. but if we are only talking about the City of Boulder, then we can look at congested areas around the city and increase the inner city buses, create fun bus shelters that are more comfortable to wait in in all weather and increase the apps that allow you to know when the next bus will arrive with accuracy.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Eric

Last Name *

Gordon

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

202-669-9977

Mobile Phone (?)

202-669-9977

Work Phone (?)

E-mail Address *

ericsgordon@colorado.edu

Occupation

Managing Director, Western Water Assessment

Place of Employment/Retired

University of Colorado Boulder

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

7.5 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I hold a master's degree in Environmental Studies from CU-Boulder, which provided me with interdisciplinary training that allows me to analyze environmental issues from multiple perspectives. That degree also provided me with research skills needed to learn more about environmental issues as needed. Moreover, I spent six years on Capitol Hill as a congressional aide; during part of that time I worked on transportation issues. I am thus generally familiar with the federal transportation authorization and funding processes, as well as many of the major federal transportation issues. Finally, I took a course on transportation economics in college.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

My primary experience with issues overseen by the Transportation Advisory Board stems from being a multi-modal commuter and user of transportation services in Boulder. From my home in North Boulder to my job at CU, I strive to commute by bike as much as possible. When weather or other factors prevent that from being possible, I use the Skip or 205 bus lines, both of which provide very convenient service. Frequently, however, I need to take my daughter to daycare in northeast Boulder. When weather prevents me from doing so by bike, I drive.

This experience has convinced me of how fortunate we are to live in a city with such a wealth of transportation options. Given that, I believe that Boulder should strive to do more to use its transportation system to meet community sustainability goals, including reduced carbon emissions, a thriving economy, and livable, affordable city. Boulder is among a handful of American cities with robust transit systems and cycling opportunities, and should continue to look into innovative ways to develop alternative transportation, reduce vehicle miles traveled, and increase citizen mobility.

Finally, through discussions with TAB members, I have come to appreciate the complexity of the issues that TAB faces. I realize that matters like providing adequate transportation maintenance funding have no simple solutions despite how important they are for the community. This has inspired me to want to become a member of TAB so I can learn from staff, other members of TAB, and a more in-depth study of issues facing Boulder and how other communities have tackled them.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

The homeowner's association for the condo where I live in North Boulder recently faced a dilemma: whether or not to strictly enforce a cap on the proportion of homes that could be rented at any given time. This decision had significant ramifications for owners--enforcing the cap could interfere with some owners' desires to profit from the opportunity to rent, while not enforcing the cap could make homes less likely to be eligible for mortgages, which could reduce sale prices.

Although I was not a member of the HOA, our complex only has 12 units, so issues are usually resolved with a discussion among most of the owners. Having dealt with a similar issue at a past residence, I knew how critical this decision could be. I began working through the issue by talking to several of the neighbors in person and via email to ascertain the reason why we had come to a decision point and how everyone felt. I strove to be as dispassionate as I could and instead focused on being a resource by trying to get the perspective of various experts on the issue.

The HOA then called a meeting on this decision, which I attended. There was clearly a significant level of tension in the room, and a discussion that began civilly quickly became heated, with threats of lawsuits and even a board member storming out of the meeting. There was a history among some of the other owners I was not aware of, but I took advantage of my relative naivete and used it to remain a calm voice of reason throughout the meeting.

Although the meeting remained tense, multiple members thanked me for bringing such a peaceful demeanor to the situation. In the end, the sale of a unit and its declaration as not eligible for rental resolved the situation and allowed the HOA to begin strictly enforcing the rules. Although I did not directly resolve the issue, I believe that by avoiding getting caught up in the emotional nature of the discussion, I helped direct the conversation towards a more rational level.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not believe I have any conflicts of interest with respect to the work of TAB. Conflicts of interest in a context such as this can be very case-specific, and I therefore believe that TAB members should articulate any known conflicts to other members and staff. If any conflicts have the potential to weigh on relevant decisions, I believe that other TAB members should collectively decide whether the member with a conflict needs to recuse themselves from consideration of an issue. The most serious conflicts of interest arise with members who could potentially benefit financially from relevant matters; therefore, TAB members should disclose any financial relationships they may have with transportation companies or other related entities in Boulder or the region.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Although there are a variety of major challenges standing in the way of successfully implementing the goals of the TMP, it is important to note at the outset that the TMP itself is a success. The goals laid out in the TMP are straightforward and achievable yet visionary. They are simple enough that they can be expressed in a public-friendly infographic, yet they contain some rather specific numerical objectives.

Overall, implementing the TMP will require a concerted effort of diligence, imagination, and partnership-building by City Council, staff, and TAB. Many of the transportation challenges facing the city and the region are hampered by a lack of sufficient funding, and maintenance of our existing transportation networks eats up most of the available funds, leaving little for visionary projects.

Although I believe more specific answers to this question would be better articulated after spending some time on TAB, below are some initial thoughts I have on the TAB focus areas.

--Funding: The 2013 sales tax ballot question provides Boulder with some critically needed breathing room, providing a measure of stability for O&M funding to avoid having it eat away further at funding for enhancements or other projects. This, however, is an ideal opportunity for further outside-the-box thinking for transportation funding (especially keeping in mind that sales taxes are particularly regressive.) TAB could revisit the feasibility of many of the ideas it considered prior to passage of the ballot question. In addition, for enhancements, the city could look to unique partnerships to accomplish popular projects. For example, upon implementation of a citywide Ecopass, the city could ask businesses to use that savings for a fund for transit or bike projects. The city could also work with user groups, such as cyclists, to consider voluntary donations and fundraising that could help fund popular projects. Finally, the city should continue leveraging state and federal match dollars to fund important city transportation projects.

--Sustainability: A potentially useful strategy for implementing the Sustainability goal could be focusing on identifying where the greatest gains could be made for the least amount of funding and beginning there. For example, the AB route from Boulder to DIA is often overcrowded at popular travel times. This indicates a strong willingness on the part of city residents to ride the bus to the airport, but also implies that many may find the ride conditions unsuitable and turn back to a car. Since every person on that bus is a savings of 90 miles roundtrip VMT, ensuring maximum AB capacity is an obvious start. Identifying common routes within town that could be served by unique ideas, such as a short-haul small van, could help eliminate more car trips, as could identifying neighborhood services (such as grocery shopping) that could be arranged via delivery or the placement of specific shops. The city-wide Ecopass is an obvious means for helping make transit more financially appealing, and the city should continue to work with businesses that had offered Ecopasses to identify new ways that they could contribute towards their employees' travel goals.

--Complete Streets: The Complete Streets goal is a well-thought-out ideal and provides a useful vision for travel within the city. Implementation would best be served by understanding the transportation perspectives of city residents generally, rather than simply treating them as

a member of a transportation "class." For example, as noted above, I use one of three transportation modes on any given day, and I thus seek the most efficient means of using that particular mode or combining modes. To ensure that I, or any other city resident, select among the available modes in a manner that reduces VMT, the city should understand patterns of residents' needs and design systems that accommodate them. With cycling, the city should seek to improve the efficiency of major routes by exploring Idaho Stop rules, eliminating four-way stop signs on major cycling routes (such as 13th Street) and identifying places where cyclists likely feel uncomfortable due to interactions with traffic (for example, the Broadway Boogie connection at Iris.) With transit, the city should study how to potentially add or realign transit to meet new patterns of development and employment in the city--for example, providing fast and convenient bus service to the new businesses in East Boulder. Finally, for pedestrians, the city should continue to strive to eliminate unsafe crossings and replace them with underpasses or overpasses, connect missing sidewalks, and work with the Planning Board on making new development conducive to walking.

--Transportation Demand Management: The city's current path towards achieving implementation of a citywide or countywide Ecopass is commendable and should remain a top priority for TDM. I believe that the key to successful reduction in VMT is to make alternative transportation modes cheaper and easier to use than driving, and communitywide access to Ecopasses is an obvious way to achieve that goal. The city should also examine transit and bike connections to the Boulder Junction area carefully to ensure that residents (and in-commuters) can easily and efficiently access that area, as they already do with the Boulder Transit Center so that commuting from various parts of the city is as easy as possible. Finally, TAB should consider more carefully how to engage in discussions with the Planning Board and others involved in development review to consider how to facilitate the development of services in various parts of the city that can be more easily accessed without use of a car.

--Regional Travel: As described in Question 8 below, regional travel issues are key to addressing some of the city's more significant sustainability and livability challenges. Boulder should continue successful partnerships such as US36 Commuting Solutions and explore new partnerships with neighboring communities whose residents commute into Boulder and vice versa. These partnerships could provide forums for developing new ideas, be potential avenues for funding, and act in collaboration to influence regional transportation policies. Having seen RTD's difficulties in implementing new transportation solutions--or even in maintaining transit networks--Boulder will need to rely heavily on partnerships with like-minded neighbors to achieve success in regional travel goals.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Transportation is fundamentally a means for achieving other goals within a community. In the broadest sense, transportation enables the movement of people and goods, which is critical to the functioning of a healthy economy. Moreover, the ability to move among places for work, recreation, and other purposes is deeply ingrained in American culture.

Boulder as a community has worked hard towards a vision of a more sustainable city with a strong economy, a reduced environmental footprint, and a keen eye towards social equity. Transportation is a key element of all of these goals--getting people to jobs across town or across the region is key to our economy; reducing vehicle miles traveled is key to reduced greenhouse gas emissions and a smaller environmental footprint; and making low-cost transit available can reduce the cost of living for those in lower income brackets. Overall, our city does a relatively good job of using the transportation system to meet those other goals, but much more can be done. While we currently are well above average in the use of transit and cycling, further development of both of those networks should aim towards making it so that people find alternative transportation preferable for most intra- and inter-city trips. We should strive to ensure that commuting across the region remains viable so that talented workers can commute into Boulder and that our businesses can move goods easily. Finally, we should work to use our transportation system to make Boulder a more affordable place to live that is welcoming to people at lower ends of the economic spectrum and that living and working here is preferable to moving out of the city and commuting in via car.

Obviously, the city cannot achieve these goals alone. Its struggles to come up with a viable transportation funding plan demonstrate the limitations of acting within the city's jurisdiction. A truly comprehensive, holistic approach to using our transportation system to achieve sustainability goals requires input and support from all types of stakeholders. The TMP-

related community discussions and use of unique online tools have helped begin this process. I also commend staff for using neighborhood-level planning or other discussions to address broader citywide transportation questions--for example, at a meeting regarding the North Boulder Subcommunity Plan in 2013, I had terrific, enlightening conversations with city staff regarding potential new bus routes and low-stress cycling corridors and was easily able to offer my input. I suggest that the city work to identify businesses, neighborhood groups, and non-profits that have the personnel available to work more closely with the city on transportation issues. Staff should then conduct analyses demonstrating the financial impact of various new transportation options and look to the private sector to contribute in various ways, including through direct funding, lobbying at the regional, state, and federal levels, and offering incentives to employees or neighborhood residents. For example, Boulder could task large city employers with working to lobby RTD on transit improvements that would help Boulder and boost the regional economy.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

There are a variety of issues facing Boulder's attempt to shape its transportation system to meet city goals. Among them, I believe some of the most pressing are:

1. Successful implementation of BRT along the US36 corridor: The upcoming completion of the US36 project and RTD's emerging efforts to create the Flatiron Flyer are both an opportunity and a danger for Boulder. This project is innovative in that the region decided not to increase standard car travel lanes (excluding HOT) in an attempt to create a BRT system that can alleviate congestion along the corridor. However, RTD's recent moves, including purchasing BRT buses with only one door and proposing curtailment of routes serving Boulder as Flatiron Flyer service begins, indicates that the District may not necessarily understand the conditions necessary for success of this project. Boulder should work with nearby communities to influence RTD decision making on this critical project.
2. Implementation of a citywide or countywide Ecopass: As mentioned earlier, I believe a community-wide Ecopass is one of the most important TDM strategies Boulder could take. The city should make the Ecopass a centerpiece communication campaign to raise awareness and support within town and prepare residents and businesses to make an Ecopass program successful. The city should also discuss the idea with neighboring towns to see if we can increase our overall political capital within RTD for this issue.
3. Moving to the next level of bike commuting: As stated in the TMP, the city is striving to become a Diamond Level bicycle-friendly community. While that is an admirable goal, more important is understanding the uses of and barriers to bicycle commuting in the city. There are a number of tremendous cycling opportunities that could be easily improved to make potential cyclists more likely to use this mode. For example, investigating Idaho Stop rules, removing stop signs at four-way stops along major bicycle corridors (such as the 19th and 13th street corridors), and implementing more bicycle paths that directly connect popular areas of the city, rather than relying on twisting or overcrowded greenways. In addition, the city should simplify the bicycling system, potentially by removing bike lanes where bike paths exist (e.g., along 30th street between Pearl and Arapahoe) and considering adjustment of sidewalk rules for bicycling.
4. Increasing the frequency of AB/ABA service to accommodate more riders on a line that clearly reduces regional car use: Although this seems like a relatively minor challenge, it has the potential to make a significant difference in the city and the region's sustainability and TDM goals. Boulder residents use air travel disproportionately, but have also shown a significant willingness to take the AB route to the airport. However, the AB is often overcrowded. Boulder should push for--and consider funding--increased frequency of the AB and AB service in other areas of the city, such as North Boulder and Boulder Junction.
5. Using transit to improve and address the tourist experience in Boulder: Despite the popularity of the AB and other bus services, Boulder still remains a car-oriented destination for our many tourists and other visitors. The city has tremendous potential to show itself off as a transit-friendly destination, however. With improved AB service (see above) and free cross-town bus service (becoming popular in many other cities), the city could market itself as a place where tourists and visitors could come to town, stay in a hotel, cross the city, and even head to the mountains, all via transit. A free corridor bus (similar to the Hop) is worth exploring

despite the cost, since it could connect downtown with Pearl Junction and attract people to our small, beautiful city without having to deal with a car.

8. What do you think would be an effective approach for creating regional transportation solutions? *

This is a challenging question that will likely remain an issue for TAB and City Council for some time to come. I do not pretend to have a solution that is far better than those that have already been attempted by Council and staff.

I do, however, believe that regional transportation issues are perhaps the most important issue connecting transportation to other city goals, especially those related to carbon reduction and continued livability. Boulder is strongly tied into the regional economy, both as a source of good jobs and as a desirable place to live for people who work in the greater Denver area. Thus commuting along regional corridors like US36 and CO7 will remain major drivers of VMT and, consequently, carbon emissions. Moreover, these corridors run the risk of becoming overcrowded. It is imperative, therefore, that TAB and the City Council prioritize addressing multimodal solutions for these corridors that can reduce this significant source of VMT and can avoid major impacts to the city's--and the region's--livability.

Continued work with RTD will be critical in this respect. However, I am aware that RTD has its own constraints, and its priorities are not necessarily the same as Boulder's priorities. I believe that continued work through regional entities like DRCOG and through individual agreements with neighboring communities, we may be able to find additional support for innovative solutions that move us closer to the city's goals.

The city could also consider a broader information campaign aimed at building support in the region for a model of regional commuting oriented towards transit, reduced VMT, and increased convenience for commuters. Boulder rightly has put a significant amount of effort into making the city itself more accessible by transit and bike. Making a more appreciable dent in VMT, however, will require a more concerted effort to tackle regional commuting, and doing that successfully would require a regional approach done in partnership with our neighboring communities. The upcoming completion of the US36 project provides a significant opportunity to continue to do that.

Questions Regarding Applications:
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Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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TRANSPORTATION ADVISORY BOARD

Annual Application - 2015

Date

02/02/15

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Staff Liaison: Tracy Winfree (303)441-4164

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Fred

Last Name *

Ecks

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

720-401-0482

Mobile Phone (?)

720-401-0482

Work Phone (?)

E-mail Address *

fredx@pobox.com

Occupation

Semi-retired software engineer and bicycle mechanic

Place of Employment/Retired

Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

10 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I lived in Boulder in 1992-96, and again since early 2009. I also lived in Los Angeles, San Francisco, and Amsterdam, Holland. I've commuted by car, bike, bus, train, on foot, and combined. I'm a long-term advocate for sustainable transportation.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I've spoken before TAB and Council with regard to a few key projects in Boulder. In doing so, I've gained a better understanding of the role of TAB in serving the city in an advisory capacity. I've also come to grasp the breadth of perspectives our populace has with regard to transportation. Most importantly, I've learned a lot about the relationship between land use and transportation. Through all these experiences, my interest in serving on TAB has grown, both for the opportunity to participate in creating Boulder's future, but also for the chance to learn more personally. I'm excited by the possibilities we share!

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I've participated intensively in a variety of non-profit organizations, including the New Road Map Foundation (promoting personal financial integrity), Greenpeace, and Community Cycles. Because the non-profit world is filled with spirited people who believe passionately in the organizational mission, conflicts often are expressed likewise passionately.

The most passionate group of folks I've ever worked with has been Greenpeace. Conflicts within the organization can play out in dramatic ways, as risk to human life can be a factor. I learned to identify shared goals and ideals, de-escalating situations through finding common ground with others. I work to find and demonstrate a shared vision, gaining buy-in from all parties, enabling us to move forward together.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I don't have any known conflicts with my potential role on TAB. The only conflicts I can envision would be regarding transportation projects that would affect my immediate neighborhood. I believe that full disclosure is the only solution to conflicts of interest, so there are no surprises.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The first step in implementation of the Transportation Master Plan will be to have an honest and frank discussion within the community regarding the conflicting goals it presents. For example, the Level of Service objective appears unlikely to be achieved in a situation where we're adding thousands of housing units without increasing lane miles. Being rational beings, people will transport themselves by the most practical, efficient, and safe mode available. In an effort to achieve Boulder's sustainability goals with regard to transportation, we as a community will need to improve the safety and efficiency of human-powered transport, while allowing the time-efficiency and simplicity of motor vehicle usage to decline.

I lived here in Boulder for well over five years without owning a motor vehicle, as a middle-aged homeowner living and working in town. While my personal preference is to commute by bicycle, I chose to buy a car last year, in light of my perception of steadily-increasing risk to my own safety. I've experienced the traffic volume, speed, and aggression increase on South 30th Street, near my home, where the bike lanes are narrow and dangerous. I feel safer driving a car, even though it's often slower and more difficult. My experience is not uncommon in Boulder; we desperately need to improve the safety and efficiency of human-powered transport if we're to reduce the use of motor vehicles in Boulder.

A major challenge to implementation of the TMP is the significant change in Boulder's land use in recent years. While denser land use enables people to live, work, shop, and play within

short distances, it often also results in increased motor vehicle traffic volume. When traffic engineers consider the possibility of re-visioning streets and removing motor vehicle lanes, they abide by guidelines with regard to what level of traffic volume is too high for allowing a road diet. As we add density, we may be creating the inability to redesign streets for non-motorized safety in the future. In essence, the TMP's Level of Service objective prevents us from achieving the other TMP goals, as well as the City's sustainability goals.

On another note, with each revision of the TMP, the goals are being moved. The old 2020 goals are now 2025. Finally, the TMP is superceded by area plans such as the Boulder Junction Area Plan. This can make it unclear to the public what the long-term plan is for a region of the city. It takes a lot of digging to gain an understanding of what's coming.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

I feel our sustainability goals depend heavily on our transportation infrastructure; this is why I'm applying to TAB. Boulder is the renowned community it is, in no small part due to its transportation system. Many of us find Boulder to be such a desirable place to live and work because we're able to get around safely without having to drive. Many of our residents aren't from Boulder originally; they move here for the clean environment, access to parks and nature, and healthy social environment for raising families. They're able to stay here because the local economy remains strong.

All of these elements are shared values among businesses, neighborhoods, and interest groups. In recognizing this shared vision, we can work together as a community to create that future. The key is to look beyond near-term hurdles to continue incrementally working toward the community's long-term vision.

When interacting with these groups, the City should always reinforce the long term goal at the outset. If that shared goal can be established and agreed upon, then all sides may be more likely to work together rather than finding conflict over short-term impediments.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

The most pressing transportation issue for the City of Boulder is the volume of people commuting in and out of the city every day. Because Boulder's housing is limited and expensive, tens of thousands of people choose to drive in from suburbs for work.

Identifying the problem is easy; solving it is not. Adding housing units without significantly improving the transportation system will only create gridlock and danger. We need to work to improve regional transportation facilities, yet also to improve and advance our whole way of thinking about transportation within the city. While some common routes between dense clusters can be served efficiently with transit, the rest can never be.

Traditionally, Boulder's city staff have worked to separate human-powered transportation (walking, cycling) from motor vehicles, through the use of off-street multi-use paths, underpasses to avoid crosswalk danger, etc. Unfortunately, the result has hindered, rather than helped, much of the human-powered modes it was designed to facilitate. Streets continue to be designed for heavy volumes of fast-moving automotive traffic, creating impermeable barriers to safe human transport. Examples of this include Broadway near CU (witness the pedestrians "playing frogger" every day), Pearl Parkway through Boulder Junction, and soon the new Baseline underpass near Basemar. Rather than separate human traffic from car traffic, enabling the cars to roam with impunity, we should instead work to mitigate the danger of that car traffic.

Another effect of Boulder's tendency to put bicycles off the streets and onto multi-use paths has been to impede the bike traffic by requiring people to slow to 8 mph at each intersection, while cars fly through at the speed limit. In essence, we've been building our infrastructure to move cars, not people.

The core issue in all of this is a lack of political courage to create real, substantive change in our transportation system. While 30-40 years ago, Boulder was able to lead the way in creation of our greenways and make major changes such as the Pearl Street Mall, it feels

impossible today to even complete the greenway development of North Boulder. We'll need strong leadership with a clear vision to create a better future for Boulder.

8. What do you think would be an effective approach for creating regional transportation solutions? *

A multimodal approach is most effective. Transit works best when combined with park'n'ride, bike facilities (with increased bike capacity on transit vehicles), and car share services. The majority of our regional modeshare is motored, so our solutions should reflect this fact. Transit can be additionally funded through TDM to keep fares low while increasing frequency. Service frequency is key to transit use.

Bike/ped facilities are also significant at the regional level, since these offer better access to transit (the "last mile" issue) and enable users to do shorter hops between destinations without waiting for transit. Safe and direct facilities should be developed to enable efficient non-motorized transportation.

The City must continue to actively reach out to collaborate with RTD, the County, and other regions to establish continuity in transportation facilities.

We are not currently planning well together with regional entities, as exemplified by the redesign of Pearl Parkway. Although the TMP called for an on-street bike lane there for many years, the bike lane is absent from the redesign, at the same time Boulder County has recently widened this same roadway east of 75th Street to provide shoulders for cyclists. The result is puzzling to commuter cyclists, showing the disconnect between City and County transportation planning. Clearly, there's room for improvement here.

Finally, possible regional transportation solutions are entirely dependent upon our regional land use planning. It's impossible to serve sprawl with any quick and efficient transportation (not even private automobiles, as many modern large cities have learned). Whenever possible, Boulder's influence in the front range region should be for walkable communities with good inter-city connections.

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TRANSPORTATION ADVISORY BOARD

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First Name *

Johnny

Last Name *

Drozdek

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80303

Postal / Zip Code

CO

State / Province / Region

United States

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-819-1957

E-mail Address *

johnny88keys@gmail.com

Occupation

Engineer

Place of Employment/Retired

Simpson Strong-tie

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

15 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a B.S. and M.S. in civil engineering. My focus is on structural engineering, and that is how I earn my living. I have studied transportation issues from a civil engineering perspective and I have sustained an interest throughout my career.

My work experience includes leadership responsibilities for planning and executing company strategy for a medium-sized company of 60 employees. I am comfortable sifting through quantities of data, conversing with people to gain perspective of different viewpoints, then forming independent conclusions, recommendations, and action plans.

I have participated in an executive leadership group called Vistage for over seven years. Vistage provides specialized executive training focusing on solving business problems in a board-member type of setting.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have no specific experience with this or any board. I live and work in Boulder, I'm a civil engineer (structural) and that's how I make my living but I've retained an interest in transportation issues since my college days. Over the past 6-12 months I've grown interested in the conversations that form policy and decisions that affect Boulder.

I am a part-time bicycle commuter. I moved to Boulder in 1999 in part for the ability to live and work in the same community without a car commute. My company has since relocated to Gunbarrel, so my bicycle commuting days have reduced in recent years, but I still aim to ride to work at least one day per week. I take advantage of Boulder's bicycling infrastructure on a regular basis, for work and recreation.

I live on the Arapahoe corridor near the Eisenhower school, and I am familiar with the traffic patterns and development issues in that part of town. I have some neighbors who are against additional growth; I have other neighbors who would like to see aggressive planning. I myself fall somewhere in between; I am not so conservative and support infill development policies but still feel it is important to listen to and make sure alternative viewpoints are heard.

I attended some of the Envision East Arapahoe information sessions. I attended a TAB meeting on January 12.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I am a leader at a local software company of about 60 people and our organization recently underwent a major organizational overhaul. We changed processes, tools, physical space, org structure, HR policies, project management, and cultural expectations. It was a difficult transition punctuated with plenty of conflict. Yet we have come through with very little attrition and broad acceptance that things have improved.

Here is a sampling of some of the techniques we used that I found helpful in managing to success:

- The leadership team had a clear and shared sense of vision. We knew where we were going and what it would look like when we got there, and we could communicate this shared vision with anyone who asked.
- We held regular listening sessions to hear what was working and what wasn't working, from those who were impacted most. "Rules of Engagement" were established upfront so these sessions didn't deteriorate into complaint sessions.
- We were clear about roles and responsibilities. Where ambiguity existed we took this seriously and worked to clarify all questions, so people knew what they were supposed to do, and who to go to for collaboration or support.

o We did this by bringing people together, putting the issues clearly but respectfully on the table, and letting participants have a voice. then the leadership team made the final call

and communicated its decisions.

- We deployed people to their strengths. Not everyone is well-suited for every task.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no conflicts of interest other than I use the infrastructure in Boulder regularly. I'm interested in the vitality of Boulder as a whole city, its macro connections within the region, and the interconnectivity of its neighborhoods.

Conflicts of interest, should they emerge, should be voiced to other board members as early as possible. As a civil engineer I am familiar with conflict of interest issues and have found the most responsible and ethical way to handle them is by being upfront. People appreciate the honesty and usually there are easy solutions; where a truly significant conflict exists, giving plenty of time to manage the situation is best for everyone.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The best way to implement the TMP is to seek out the right balance between near-term and long term priorities. The TMP identifies five main focus areas (complete streets, regional travel, transportation demand management, funding, and integrate with sustainability initiatives). This is still a large number of areas to balance, and the major challenges for implementation are based in funding limitations. This means prioritization.

One of the key metrics that been identified for transportation goals in Boulder is Vehicle Miles Traveled (VMT). Other metrics should also be considered but any impact on VMT is an important filter against which policy and projects decisions can be normalized.

The upcoming updates to the Boulder Valley Comp Plan, though they won't be 'major' revisions, still have the opportunity to look at how neighborhoods are working. I would seek to integrate other master plans, like the Transportation Master Plan, with land use goals. If not integrate, then mindfully coordinate these plans.

If push comes to shove I would tend to prioritize regional issues over local issues, and focus on the problem of getting people in and out of Boulder quicker and with reduced VMT.

This leads to a second major area of challenge which is the dependencies on regional partners such as RTD. The recent unexpected and undesirable proposed changes to the service levels provided from the BRT system are an example.

In the end I believe it comes down to prioritization of near-term projects that are reasonable and within our control, without letting go of the longer term vision and supporting projects that enable that vision. TAB's responsibility is to seek out appropriate prioritization to strike this balance.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

With respect to the community sustainability goals, my feeling is we should be mindful and think forward to plan our transportation infrastructure to shape the future we want, rather than letting things happen organically. We can't stop development, but we can have a say in what gets developed, where, and how it happens.

Paying attention to recent Camera editorials, comments and responses to those articles, public events and other media, it certainly feels like there is a heavy tension between those in Boulder who want to keep things the same (or perhaps, giving benefit of the doubt, are merely fearful that changes will end up making things worse) and those who understand that change is inevitable.

I support the renewed focus on programs to increase neighborhood participation in the planning process (planning starts within the neighborhoods; community liaison, etc). I question which programs will be most effective; for example the effect of our efforts shouldn't be to amplify vocal neighborhood groups that already have a voice but instead should try to reach out to those who are not at the table such as the Latino community, renters, and seniors. That said, I agree bringing the planning process to the neighborhood level will be a step in the direction of heightened community awareness and engagement.

I recognize those groups who are fearful of negative impact are extremely passionate in that position. Nonetheless, I believe our policies and planning should continue to be progressive even if they are uncomfortable for some. For example I was disappointed that the Envision East Arapahoe results were not more exciting – the proposed plans are markedly underwhelming. In some ways I'm glad that project appears to be going on the shelf; I wasn't too excited about investing in any of the proposed options. Nonetheless with respect to the Arapahoe corridor if in the short term we are able to plan some code changes to allow medical offices in the area, which seems possible, this will lead to organic growth that may warrant another round of transportation planning in the future.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

As Boulder continues to change and evolve, the most pressing transportation issues are staying ahead of the development planning for the city and the region, so our community goals aren't thwarted by inadequately planned infrastructure. This means staying connected with other boards and supporting proactive policies and plans.

I also think we have to continue to reach out to the constituents whose voices are commonly absent from the dialogue – renters, fixed-income seniors, the Latino community, even CU students – and make sure their opinions and needs are mixed into the balance for all of Boulder.

We clearly need to develop transportation policy that is in synch with development and planning. With so much up in the air around housing and development, and the upcoming update to the Boulder Comprehensive Plan, this could be viewed as a chicken-and-egg problem. But I think we can still do some good work. For example, Sam Assefa's presentation on January 21 suggested planning for infill in parts of the city where it makes sense, and not necessarily changing the character of neighborhoods everywhere. He proposed planning for change in places where change is going to happen. (I would be interested to learn if there are examples of cities using land value taxes only in specific districts, where they want to encourage infill development.) TAB needs to stay connected and ahead of this sort of planning, leaving options available as the city grows and changes, and maintaining a steady commitment to policies that encourage walkable community, bike path connectivity, and concepts like 15-minute communities. Looking at national trends, transit ridership and walk scores are growing nationally, but only in areas that are denser, have walkable streets and paths, local services, and good transit. As Boulder continues to grapple with planning and building differently, transportation must stay ahead so that people can roll differently.

The city and the boards that support city council should look for a results-oriented inclusive community decision-making process. Michael Caplan's article Let's Create a Better Way offers some concrete suggestions that have merit.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I think the regional transportation questions are one place where there is significant opportunity to make an impact on the traffic issues faced by the city. If people could catch a bus or a train every 5 minutes to their jobs in Boulder during peak commuter hours, many people would take advantage of that and stop driving. This commuter problem is one that real effort and dollars can actually impact in a positive way, but it requires cooperation with entities outside of Boulder.

Considering the recent interchanges between RTD and the city (and other cities along the Rte 36 corridor), unfortunately it seems that RTD has an incentive to lower ridership, because if they expand ridership Boulderites will actually use it, creating more demand, which will require additional resources that do not exist. Somehow we need to change this equation and make it so RTD has positive incentive to increase services where there is demand. Have we tried a city subsidy or other avenues to deliver more revenue to RTD, to be used to benefit Boulder riders, if service levels were increased?

One way or another we must find a way to get BRT along the Rte 36 corridor not just operational, but a clear improvement in level of service. Some of this might be managing perception on the first day of launch (i.e. if service levels are less than expected, make it clear that additional service is on the way.) Ultimately I think this problem must be worked at the

level of the Directors for RTD, either by applying political pressure or creating partnerships that incentivize the level of service Boulderites expect.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Loren

Last Name *

Pahlke

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-494-3984

Mobile Phone (?)

Work Phone (?)

E-mail Address *

lgp.us.email@gmail.com

Occupation

Technical Writer

Place of Employment/Retired

Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

40 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Perhaps I have a recessive gene for public service: I was 6th grade class president at Mapleton Elementary, vice-president of the Thespians troupe at Boulder High School, president for two years of the C.U. Hiking Club. My BA degrees in Spanish and Anthropology, and my PhD in Anthropology demonstrate at least a modicum of persistence and a willingness to invest time and energy in a cause. My career was in technical writing and editing.

Now that I am retired, I have the time available for TAB activities, and I am motivated by my observations of how Boulder has changed over the years. As a personal interest, I have, for 15 years, followed the ups and downs of personal rapid transit (PRT) development.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have had no interaction with this board other than attending a TAB meeting to get a sense of how it operates. My interest in the development of transportation policy was partly sparked by my review of the Advanced Guideway System (AGS) Feasibility Study for I-70, some email exchanges with David Krutsinger of the CDOT Division of Transit and Rail, and my realization that my input during the official draft review phase came too late and was too weak to affect the conclusions that had already been reached by the Project Leadership Team.

This experience lead to some questions: How are the people in the leadership team selected, what kind of expertise is available to properly evaluate alternatives, what are the political and social forces that orient team members toward one alternative and away from another? Who actually writes documents? How are group comments and actions translated into policy decisions? I don't hope to answer all such questions by serving on the TAB, but I do hope that I can contribute more effectively to the process that way.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

My approach to disagreements and conflicts is not complicated. I try to restrain myself from immediately responding, to think for a while about an appropriate and useful response, to apply what evidence or logic I can to the subject, while trying to clarify what the primary points of disagreement actually are. I try to find insight into the way that others see the conflict and I attempt to be clear to them about how I see it. Of course, this doesn't always work and sometimes it makes sense to defer to those in authority or, in the case of the city, to the democratic process.

Often the best approach to conflicts is to defer further actions until all parties have had a chance to think over their positions. But when we reach an impasse we need to think about specific ways of managing each "horn" of the dilemma in the current environment, working with the assumption that changes in the future might reveal a way out of the dilemma. In an impasse situation, we "manage" the dilemma, we don't necessarily resolve it.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no conflicts of interest with TAB activities, unless using the city's transportation systems is considered a conflict. Of course, I, along with every other transportation user, stand to gain or lose if Boulder's transportation systems are improved or worsened as a result of TAB actions.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Among the challenges to implementing the TMP are:

* Achieving consensus about the best path forward.

* Overcoming the reluctance and natural inertia of those whose accustomed approaches to mobility will change under the TMP.

* Recovering from setbacks caused by TMP actions that have unexpected consequences.

* Maintaining focus over the decades, through the ups and downs of economic cycles and the waxing and waning of controversies.

* Balancing the available money with the demand, knowing that what is priority spending for one is considered a waste of money by another.

To address these challenges, we can try to ensure that TMP proposals meet the needs of the public and are thoroughly integrated with other ongoing city planning. During each stage of implementation there are steps we can undertake.

DURING PLANNING:

* Focus on a select few high priority items for implementation. Use effective public outreach to determine priorities, perhaps to the point of considering public advisory votes or priority rankings.

* Be sure that anything in the plan that affects existing transportation is approved by the public--there

should be no surprises for groups or individuals. This means that such actions as implementing

queue jumps or signal priority for buses and changing the parking requirements for businesses must

be thoroughly vetted.

* Be involved with transportation-related planning going on elsewhere in the city bureaucracy.

For

example, we should ensure actions involving the design of "complete streets" also move us toward the

goals set forth in the TMP

IN PREPARATION FOR IMPLEMENTATION:

* Ensure that we know who among the city staff has the responsibility for each activity or goal. Where does the buck stop?

* Ensure that the city bureaucracy is prepared to deal with the implementation.

* Identify who can give us advice on achieving a successful implementation.

* Ensure that funding is available.

* Ensure that education is prepared, sufficient, and appropriate for affected individuals and groups.

DURING IMPLEMENTATION:

* Define clear, relevant measurements and track them frequently.

* Maintain a list of problems that are encountered during implementation. Be ready to adjust the approach accordingly.

* Complete the loop by delivering feedback to affected groups and people and by asking for their assessment of the activity.

For the best chance of a successful implementation of the TMP, we need to ensure that our existing infrastructure and operations are optimized. When the lights are synchronized and the potholes are filled, it is easier for the public to trust that future changes will be for the better. If we can then demonstrate attractive successes on small things, it will provide a base of support for accomplishing bigger goals. In short, the city will go further, faster, by focusing on incentives rather than disincentives.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Transportation both provides benefits to and imposes costs on communities. In the economic arena, the movements of goods, labor, and customers is critical and poorly functioning transportation can result in missed opportunities and a lower quality of life. An efficient transportation network can increase businesses' geographic market base, lead to increased land values, and multiply the value of infrastructure investments. As an aside, it is also worth noting that the right transportation technology can actually be a tourist draw, as the gondola between Telluride and Mountain Village illustrates. On the cost side of the equation, the transportation network infrastructure is large, expensive to maintain, and ultimately depreciates to the point where it must be replaced, all of which diverts funds away from other investments.

In the social arena, efficient transportation allows all segments of society to move freely to educational (school), cultural, and political events. It facilitates health by moving hikers to trailheads and exercisers to recreation centers. It fights anomy by allowing people to come together in what often seems like an impersonal world. Depending on the type of transportation, using it can save time (or waste time) that can be used for other activities. Transportation affects cultural equity when public transportation is available to those without private cars, when transportation allows cultural groups to access amenities outside their neighborhoods, when transportation allows those living in certain areas to obtain employment in other areas. When Boulder needs teachers, police, and roofers who cannot afford to live here, transportation facilitates their employment within the city.

Unfortunately, with respect to the environment as a whole, transportation impacts tend to be negative; most motorized transportation creates noise, pollution, depletes finite resources, and contributes to climate change. And the total land area devoted to transportation is large and unavailable for other uses. On a smaller scale, streets, sidewalks, and cycle paths combine with building design to compose “complete streets.” If the built environment is to be attractive, all these elements must work together harmoniously.

Given that transportation effects are wide ranging and produce negative as well as positive effects, how do we plot the best course forward? We need to determine the best practices for engaging businesses, neighborhoods, interest groups, and individuals in the discussion. I hope there is expertise on city staff around this question that must face every city board, but here are some thoughts (partly culled from a City of New Orleans study): every participatory effort must actually have the potential to make a difference; problem definitions ought to be informed by community input before the problem is finally framed by experts; issues going to the public must present viable options for the public to consider; decision-making must progress from early diverse opinions to later shared judgment; there must be a feedback loop in place as the decision-making progresses. These principles are not enough to ensure input from the public but they should help to ensure that any feedback that is received can actually make a difference.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

We have a daunting set of challenges, some that arise from our need to be able to travel comfortably, efficiently, and cost-effectively, and some that arise from our need to get to a system of transportation that can be sustained over time. Here is one possible list of issues:

- * Travelers waste too much time getting from place to place.
- * We devote too much of the area of the city to transportation.
- * Interference among transportation modes wastes time, causes accidents, and raises stress levels.
- * Maintenance, redesign, and enlargement of our transportation infrastructure costs us time, money, and stress.
- * Motor vehicles often contribute greatly to the creation of unpleasant environments.
- * Our overdependence on fossil fuels is unsustainable and destructive.
- * We need to do better at incorporating innovations into our transportation system.

To address these challenges, there is a range of approaches we can take. For example, sorted roughly from small scale, immediate, and more practical to more speculative but transformative, we could consider:

- * Improving life for pedestrians by working to implement driveway curb cuts that do not require sloping the sidewalk to the point of being dangerous in icy conditions.
- * Ensuring that sidewalks are not narrowed by debris along the edges or obstructed by overhanging vegetation. We could implement a program informing homeowners in a neighborhood that the city will clear such obstructions by a designated date if the homeowners do not, and then bill them for the service if necessary.
- * Focusing on providing real-time information, for public transit, at least, and for general traffic if possible.
- * Making buses more attractive by doing everything we can to ensure they run on time during

inclement

weather. Perhaps they need automatic chains, or studded tires.

* Providing space for and encouraging the development of an initial test circuit for a personal rapid transit (PRT) system. This electric powered “physical internet” could be transformative, as cell phones, the web, and inexpensive solar cells have been.

* Analyzing what would be required to prepare for self-driving cars and taxis.

For the greatest immediate benefit to our travelers, my top 3 priorities might be to focus on: ensuring the success of BRT on US36, ensuring that buses run on time in every kind of weather, and providing real-time transit information.

8. What do you think would be an effective approach for creating regional transportation solutions? *

In the political arena, we need the transportation organizations for all the cities, counties, and transportation-related organizations to be aware of the need to make transit work within the region as well as within each city. Transportation users typically do not note the existence of city borders when they travel and transportation services must not be premised on the existence of those borders. Regional transportation planning must therefore be carefully coordinated.

From the user’s perspective, regional transportation, like local transportation, needs to be designed so that it works efficiently from the door of the origin to the door of the destination. Ideally, travel would be seamless, involving as few modes as possible, with perfectly coordinated connections when necessary, and taking little time and effort. To help us toward that goal, I propose that we calculate the ratio of time required to go door-to-door by public transit to the time required to go door-to-door by private car among origins and destinations in the region. An emphasis on door-to-door (not station-to-station) means that we must optimize the first and final miles. As we strive for this ideal, we ought to ensure that various modes are coordinated as much as possible and that real-time information about arrival and departure times is readily available.

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Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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TRANSPORTATION ADVISORY BOARD

Annual Application - 2015

Date

02/09/15

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Mara

Last Name *

Abbott

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-775-9432

Mobile Phone (?)

Work Phone (?)

E-mail Address *

abbottmk@gmail.com

Occupation

Professional Cyclist

Place of Employment/Retired

Self-Employed

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

29 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

- I received my bachelor's degree in economics from Whitman College in 2008 with a focus on environmental issues.
- I will be finishing a term this March on Boulder's Environmental Advisory Board
- During my term with the Environmental Advisory Board I have served as our representative to the Greenways Commission
- Assistance with promotional events for eGo car share

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Having grown up as a (initially forced!) bike commuter in Boulder, I have had experience with Boulder's transit systems from a young age and through many stages of life.

While working on the Environmental Advisory Board, I realized that I actually felt I had even more to offer to the issues that fell under the scope of the Transportation Board. As the City moves toward Climate Commitment goals, transportation is one of the most tangible realms to create change. Through transit opportunities and regulations, residents and visitors will experience the effects of transportation policy on a daily basis - as a result, it is one of the greatest in-roads to behavior change in shifting demand and consciousness with relation to carbon intensive activities.

The current atmosphere of change around development policy as well as the release of the new Transportation Master Plan make this a particularly exciting time to work on transportation in Boulder because there is opportunity to create lasting influence.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Perhaps because of my upbringing in Boulder, I have always been an advocate of the methods of non-violent communication. I guess they raise us that way!

As a cyclist, we are on teams that shift every year and must execute our jobs in a constantly high pressure environments. Generally, teams are comprised of a variety of nationalities which can make compromise and mutual understanding even more challenging.

I believe that the two most important ways to alleviate or avoid conflict are to respect individual responsibilities and authority and to make sure all parties feel that they are heard. It is important to respect the roles of the other members of a group and respect their areas of jurisdiction as well as those in a position of authority. At the same time, each member must have the chance to speak and feel that their opinion or work is valued and taken into account even if the outcome is not what they desire. Generally over-communicating and giving extra statements of affirmation are effective in this regard!

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

It is possible that my profession as a cyclist could be seen as a conflict of interest due to events such as the US Pro Cycling Challenge that could monetarily impact me.

I serve on the Daily Camera's Editorial Advisory Board, which gives me an opportunity to publish opinion pieces on a regular basis, topics for which could include items that fall under the purview of the Board. I actually believe this conflict is more problematic from the opposite side (writing unbiased opinions on transportation issues) and should not be a substantial problem for me as a member of the Transportation Advisory Board.

In general, conflicts of interest in an involved community such as Boulder are neither terribly uncommon nor difficult to manage. Members of a Board must remain creatively vigilant of not only areas in which they personally perceive conflict, but also of those that could be seen as a conflict by members of the public. If a potential conflict is noted, the Board member must publicly identify the conflict in a timely manner and recuse him or herself from the discussion or decision making on that issue.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The transportation master plan must be implemented in a way that is responsive and aware of changing external circumstances, but it remains focused on the goals outlined in the Transportation Master Plan. Boulder's transportation projects over the next few years are going to be strongly influenced in scope and success by outer influences such as shifts in zoning or housing regulations, relationship with transit partners such as RTD or the actions of nearby communities in the execution of first/last mile solutions as their methods will impact the habits of Boulder regional commuters.

The challenge will be to keep initiatives relevant and effective in the face of a rapidly changing landscape. This time frame presents a lot of opportunity - for instance, the update of the Transportation Master Plan coincides with discussion of development restriction changes. This presents both the opportunity to both affect decisions made by planning entities (such as recommendations related to parking, transit access or walkability in new development projects) but will also require consistent review of initiatives to ensure that projects remain relevant to any external changes of circumstance. It will be necessary to anticipate shifts in demand in order to fully serve the population as well as take advantage of opportunities to shift habit from more carbon-intensive transportation methods. This will require strong communication with local and regional stakeholders as well as continued community engagement.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

The continued effort to create mode shift from single occupant vehicles will create benefit in all areas of the community. The cost of driving a car is immense - currently estimated at roughly \$10,000 a year. Alternatives of cycling, walking and transit are much cheaper, and their availability creates greater economic equality and opportunity for lower-income residents. Studies have shown increases in local business revenue as a result of increased opportunities for pedestrians or cyclists - these individuals are more likely to note or stop at businesses, and streets or sidewalks safely accessible to these slower modes of transportation are more attractive to spend time on, increasing both tourist and resident spending. This sort of statistical success should be publicized to the business community as a way of incentivizing simple solutions such as bike corrals or increasing support for potentially controversial street improvements or decreases in car parking.

Individual neighborhoods should be engaged strongly in the goal of creating smaller "15 minute" neighborhood communities. These will be most successful if the design supports the specific needs and preferences of the area residents. Boulder is not a terribly large city, yet it does have regions of different character, and for transportation solutions to be successful, not only does the physical structure of areas need to be taken into account (such as larger city blocks and less density further east) but also the individual character and demographic needs of different city regions.

Alternative transit has been shown to have not only quality of life benefits, but also positive financial impact on all the referenced stakeholders - businesses, neighborhoods and interest groups. When conflicts or a reluctance to change arise, the economic case will always be the strongest argument, for the concrete promise of money will often be more reliable than reliance on ideological appeals.

Additionally, the creation of an experiential demonstration of transit options such as the current living laboratory experiments is an excellent way to interest otherwise disinterested residents in a much more demonstrative manner than proposals or informational meetings.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

- Transit accessibility and resultant increased use:

I am a strong advocate of I am a strong advocate of the push for a city-wide Eco Pass program. The associated feasibility study showed projected ridership increases of four to seven fold from current levels. The increase in ridership will allow for an increase in frequency of current routes as well as development of more bus lines. Greater options in public transit will make it more efficient for users and further create more demand for service. I believe this is particularly applicable to areas of East Boulder as well as the outlying communities, both of

which are currently underserved by transit. The median income tends to be lower further East, so these are areas that could benefit even more strongly from a free pass program. It is not realistic to assume that all trips can be made on foot or bicycle, and if we wish to reach our mode shift goals, increased use of transit is absolutely imperative. City-wide Eco Pass is a shockingly simple way to create equality and opportunity while creating the demand that is necessary to fuel expansion and improvement of our transit system.

- A shift in parking management:

Free parking serves to create an induced demand for trips in single occupant vehicles. It creates congestion in dense areas and a cost burden on development and rental costs. At a minimum, parking should be unbundled from the cost of new development and rental properties. Public-private partnerships and off-site longer term parking are possible solutions. Free parking is an effective subsidy, and not one that supports the stated goals of the TMP. Unbundled parking will help to ease some of the costs that are creating prohibitively expensive housing in Boulder by allowing residents to decide what their priority is for limited budgets. Obviously there is no one-size-fits-all solution for the entire city, but parking should be evaluated and restructured to reflect city goals in all regions.

- Integration with shifts in planning and development:

Transportation models must remain actively dynamic as development or code changes shift demand. Projects such as Boulder Junction or the Google campus, changes in density zoning, the completion of the US36 corridor improvements and shifting demographics within the population will necessitate re-evaluation and restructuring of projects. So many of these factors are going to be changing in big ways over the next five years, and it is a particularly critical time to take advantage of the opportunity to have alternative transit solutions available as people are still in the habit-making phase of adjusting to changes in infrastructure.

- Increased push toward 15 minute neighborhood ideal:

This is an ideal vision of Boulder that is cited in various master plans and goal statements, but it is seen as a long range or aspirational goal. Development incentives or coding changes should be enacted and neighborhood outreach in an individual visioning process should be undertaken sooner rather than later if we want this to become a reality.

8. What do you think would be an effective approach for creating regional transportation solutions? *

One of the greatest barriers to reaching goals for reduction in community carbon emissions is the quantity of in-commuters that currently live outside of the city. In part, this is a planning issue about creating more housing options, but in the meantime, it is critical that we create appealing transit options in and out of the city.

This will require strong partnership with other interested groups, as it is not work that can be undertaken within the city. Partnerships with neighboring cities should include mutual increases in the availability of first/last mile solutions including car or bike shares, bike storage, increased trip planning tools or walkable streets. Services requiring memberships should be able to be used in different municipalities. To make transit a viable option, these options must be available at both the start and end of the commute.

The US36 developments will help with travel to Denver, but other outlying communities remain underserved. Increased transit to eastern destinations such as Erie or Lafayette could be improved. Bus service to Golden is currently extremely limited, and improvements here could also lead to opportunities to increase transit into the mountains. Many younger residents only have cars for the purpose of getting into the mountains on the weekend. Improved public transit in that direction could eliminate the need for cars at all for that segment of the population. Work should continue on FLEX improvements between Boulder and Fort Collins, and transit further south to areas such as Colorado Springs could also be integrated into such an initiative.

As we develop regional solutions, smaller scale facilitation of vanpools or smaller transit vehicles could serve to bridge gaps or pilot routes. Evaluation of what regional trips require residents to rely on personal cars can help to shape goals and route planning, and strong relationships and collaboration with surrounding and destination communities can create

mutual benefit while sharing the costs of such improvements.

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TRANSPORTATION ADVISORY BOARD

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Paul

Last Name *

Perlmutter

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-499-4464

Mobile Phone (?)

303-499-4464

Work Phone (?)

E-mail Address *

pperly@gmail.com

Occupation

Retired

Place of Employment/Retired

Retired. I live in the city.

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

25 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I worked at Hewlett Packard in Ft. Collins for 15 years, and for most of that period, I also lived there. Ft. Collins is a great community, and in many ways quite similar to Boulder. During that time, I served on the Ft. Collins Transportation Advisory Board. I was an active and engaged member of the board, and of course, involved with the issues and planning for transportation. During my second term on the board, I served as vice-chair for the committee. From my experience on the Ft. Collins board and my ongoing interest in transportation issues, I believe I can bring a lot of experience and enthusiasm to the Boulder board.

I am active member of the Boulder Rotary, Meals on Wheels, and a past president of the synagogue, Har Shalom.

Education: I got my masters and doctorate in mathematics from CU. I spent several years teaching at the college level, at CU and The Colorado College in Colorado Springs. But, for the majority of my professional career, I worked in the computer industry, first at Hewlett Packard, and later in Boulder at Cisco Systems and then in Longmont at a computer storage startup, now part of Oracle Corp. Having a solid technical computer background can be immensely helpful in understanding and planning for our future transportation system.

In addition, I have always been an avid bicyclist, and a strong advocate of alternatives to the automobile. I am proud to say that for most of my life, a very large percentage of my work commute was done by bicycle. I believe more than 90% of all my commutes were by bike.

And lastly, I first moved to Boulder a very long time ago, and I have a love and passion for our great town. I want to use my experience and knowledge to help plan for a better future.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

As a long-standing member of our community, I have seen how development and growth has impacted our city. I can't point to a single incident that sparked my interest, but rather personally witnessing over many years how growth has impacted our transportation system I think about where we were a number of years ago (being nostalgic), where we're at today (being alarmed) - and most importantly, where we need to be in the future (being optimistic). The Transportation Master Plan lays out a vision for our transportation future, and I strongly endorse that vision, and want to be part of the team that moves that vision forward.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

All of us have had arguments and disagreements that we were sometimes successful at resolving, and often not so successful. But what is so important is to learn from these experiences, to learn how to reach consensus, how to respect other opinions, and often, to just step back and politely "agree to disagree".

During my time serving on the Ft. Collins TAB, we had one member who was an outspoken advocate of rail service. Although everyone embraces this concept, it was often was not practical for the problem at hand. Ft. Collins, as so many front range communities, tries to find better solutions to the many thousands of people who commute to Denver and Boulder. (And of course, Boulder has a very similar dilemma, but in the "opposite" direction - people are commuting into Boulder.) The problem in this situation, was that rail transit was a visionary and expensive project and something we all wanted, but realistically, far off in the future - yet this member always seemed to spend our limited committee time re-introducing this issue to the frustration of myself and other members. It frankly, bogged down our discussions.

After recognizing the problem, our approach was to spend a portion of one session trying to better clarify the parameters for rail transit, in terms of timeline and costs and to also, just talk about expectations. In future discussions, we were able to better define and reiterate those parameters. This was tremendously helpful.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None that I'm aware of.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The TMP is our community's vision of our transportation infrastructure, and clearly, implementing this plan is a very challenging task. Here is my take on some ideas about how we can implement the plan:

- Transit. Transit. Transit.

More funding

More routes

Increased transit trips

More parking / transit connections

To make transit "ubiquitous"

- Making Boulder Junction super successful. It will be a solid step forward, and will set a standard for our future in reaching some of our goals

- Building on the success of the US36 project. Make the BRT wildly successful.

Expand the BRT concept with direct service between "Park n Rides" along 36 into / out of Boulder

- Much better communication with our community of the TMP vision, more community buy-in with the TMP goals - especially with parking. I think parking is a sore issue with many, and I think in part, it is because we have not provided a good "message" of our vision of how parking fits into our TMP. We need to paint a much better picture for our community of parking in the future and the role of transit and multi-modal transportation.

- Seek and enhance supplemental or supporting alternatives to transit, such as Uber or Lyft, car sharing such as Car2Go or CarShare. The City needs to endorse and promote and support these ideas.

What we all know is, we do have a silver bullet to implement our TMP: when gas goes to \$10/gallon, we'll start to achieve our TMP goals. Of course, this is a bit of fantasy, but realistically, with our unusually low gas prices the time is excellent to consider raising our state's gasoline tax. It's been over two decades since we raised the gas tax, and as a state we pay below the national average. In fact, adjusting for construction cost inflation, we have lost significant ground. The city should and must work with the state on this matter. The timing is great. We should also make a leap forward by structuring a proposed gas tax with the growth (cost) of our transportation infrastructure.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

My assessment is I think we're "treading water": our city is growing, it has increased congestion (28th St can get pretty crazy!), our VMT numbers are increasing, our trips per household are increasing, the number of commuters in and out of the city each day is growing, yet our transit ridership growth has largely leveled off. These are not encouraging statistics and suggests that we are losing ground on our environmental goals.

Perhaps the single biggest factor working against our sustainability goals is the rapid decrease in the price of gasoline.

But there is positive news too: cars are getting more efficient, at the federal level we have aggressive fuel economy goals, electric cars are becoming more popular and more affordable, scooters are becoming more popular, and we're seeing a growing use of bicycles and increased walking.

But overall, I don't see progress. We need to "incentivize" transit and other cleaner transportation: via the employers, city-wide campaigns, and financial incentives. Personally, I'd like to see transit made free. I'd like to see more transit / parking connections. For instance, right now we might explore leasing or buying some of the parking adjacent to the old community hospital at 9th & Balsam and use it for a parking / transit hub.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

We're all familiar with the problems. Let me take this approach to respond to this question: I'll suggest an idea for each listed problem.

1. Funding: My guess is that this is really the big problem facing our city. The elephant in the room.

- Suggestion: as mentioned above, we should work with the state in raising our state's gasoline tax, attempt to tie that tax increase with annual incremental increases to our transportation costs, and then redistribute the moneys to the counties and cities.

2. Parking: our city is slowly and strategically reducing the amount of parking. Although I haven't seen a comprehensive parking plan, I have some suggestions:

- Idea: I'd like to see more parking / transit hubs. I mentioned above, using some of the parking area adjacent to the old hospital as a NW Boulder transit hub. This of course requires us to increase our transit options.

Funding

- Idea: we need to communicate a comprehensive parking plan to the community

- Idea: we need to carefully monitor the success of Boulder Junction, and fine tune as we get further into the project.

3. Congestion / Increased VMT / increased trips per household

- I don't have any good suggestions, but I sure would like to see a future with the Foothills Parkway extended to North US36.

- I mentioned above, making Boulder Junction successful.

4. Commuters

- I would like to see parking / transit hubs in Longmont, Louisville, Broomfield and near US36 and Sheridan. Buses would depart from these transit hubs and go non-stop into Boulder Junction and then onto downtown.

- A bus / HOV lane between Longmont (Hover Rd), with transit to/from Boulder Junction and then onto downtown.

- I would like to raise the rates of parking downtown during business hours.

5. Biking and bike safety

- I think as a city, we do a great job with bike lanes. But we need more. We need to do a better job of enforcing motor vehicle laws that impact bike safety.

6. We must support car sharing / ride sharing. I think that is a vital component to tomorrow's transportation picture.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Our approach must be to continue to work with RTD and other regional governmental agencies to make progress on regional transportation issues. RTD is a vital partner and we need to continue to work closely with them. We also have other regional partners, such as the cities of Longmont, Louisville/Superior, Lafayette and Broomfield, and we need to continue to grow these inter-governmental relationships.

Commuting is a huge portion of regional transportation and we need to continue to work at improving commuting solutions into and out of the city. We are approaching a crossroads in regional transportation, and we need to get it right. We need to closely monitor and continually improve all aspects of the US36 project and BRT - it's an exciting step forward. We need to make Boulder Junction wildly successful.

We need HOV lanes along the diagonal. Possibly a light-rail system between Longmont and Boulder Junction.

As I mentioned above, more targeted transit / parking areas in out-lying areas.

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cityclerkstaff@bouldercolorado.gov



TRANSPORTATION ADVISORY BOARD

Annual Application - 2015

Date

02/09/15

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Staff Liaison: Tracy Winfree (303)441-4164

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First Name *

Thomas

Last Name *

Wells

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-496-5465

E-mail Address *

thomascwells@gmail.com

Occupation

Energy Engineer

Place of Employment/Retired

Navigant Consulting

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

2

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a BS in Engineering Physics and an MS in Electrical Engineering (emphasis in feedback and systems modeling) from the Colorado School of Mines. During my studies, I focused on applications to renewable energy and sustainability. I spent a summer in Germany studying sustainable energy supply at TU Bergakademie Freiberg, and interning with PV design and installation company SunStrom GmbH.

In unexpected compliment to my environmentally focused academic background, I have three years of experience with BP as an oil field operations engineer in Prudhoe Bay, Alaska. There I learned a great deal about the oil and gas industry, project management, cost-benefit analysis, budgets, risk management, environmental regulations, and associated topics.

I have slow, solo-traveled in 22 countries and three continents, and thus bring to the table a first-hand appreciation of global transportation issues and diverse solutions sets.

More locally relevant, I volunteered for three months in 2013 alongside city staff in the Energy Future office. I have great appreciation for the work they and other city staff are doing in support of our environmental goals. As a result, I would venture that I have better than average familiarity with and knowledge of the complexities of municipal goals; however, I still have much to learn.

I have spent a large portion of my life as a non-car owner. In college, I willingly sold my car in favor of alternative commuting means, and for more than a year now I have "loan-ated" my car to eGo Carshare. I prefer biking and busing around the metro area and bring to the table the perspective of one who has experienced a variety of good and bad transportation options.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

As someone who lives in Boulder, walks to work, bikes to the stores, and still enjoys getting outside of the bubble via bus to Denver and by car to the mountains, I would say I have experiences with nearly all of the services which this Board oversees. I can see that Boulder is willing to try new things and has an earnest interest in improving transportation for its residents and workforce. These things make me interested in joining the Board.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

During the floods of 2013 I helped establish and lead Boulder Flood Relief - ultimately serving as Executive Director for several critical months. We had a great deal of internal disagreement and conflict, as would be expected of any grassroots organization forming out of necessity in the wake of a disaster. We were able to effectively and respectfully resolve our conflicts through open communication and discussion. We developed mechanisms for raising issues internally as needed and for providing independent facilitators at meetings when necessary. I have found that almost all disagreements can be attributed to miscommunication or misunderstanding, and the ones that can't are usually a result of fundamental differences of opinion or belief. Once those fundamental impasses are identified and acknowledged, the work can begin on developing a mutually agreeable solution.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am an avid user of bicycle lanes, public transit, and multimodal transportation infrastructure. I work downtown and am provided an EcoPass by DBI. Certain decisions or topics that may come before the Board could impact me personally; however, this is sure to be the case anytime decision-making groups are made up of citizens. I am cognizant enough of my biases and preferences to be able to set them aside when necessary.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

I see the the Transportation Action Plan as a very thorough road map for implementing the TMP. I think that the steps, categories, and intermediate goals are generally very well thought out. More generally speaking, I think most of the actions in the TAP fall into two major categories: those which are focused directly on behavior change (e.g., EcoPasses and disincenting parking or SOVs) and those which have to do with changes to or creation of physical infrastructure. It is encouraging to see a healthy dose of both types of actions - working both the chicken and the egg simultaneously. My opinion is that behavior change actions are generally cheaper and faster than physical infrastructure changes, so I think that more emphasis should be placed on them. The flip side is that behavior change is hard to induce without proper physical systems.

6. What is your assessment of important transportation issues related to Boulder’s community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Transportation issues impact all of Boulder’s sustainability goals to some degree. Most obviously, our environmental sustainability and GHG emissions goals cannot be met with our transportation status quo. Many of our social goals around aging-in-place and affordable housing will likely involve transportation facets in their solutions (accessible transport and higher density housing with reduced, decoupled parking). Additionally Boulder’s economic sustainability is highly dependent on the effectiveness of its transportation system. Employees cannot get to work and customers/consumers cannot access goods and services without a robust transportation system.

Simultaneously solving the system of equations that represents our transportation system and our community’s diverse goals is no small task. The city would do well to tap the expertise available within the community. This is likely a systems-modeling problem which will require expert input, but the scoping and goal-setting should be open to the broader public. Community outreach and creative messaging will be crucial in creating the excitement and awareness that is necessary to garner quality input from experts and stakeholders.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Aside from regional transportation issues, which I discuss below, I think that sheer volume of unnecessary vehicles is one of the next biggest issues. There are many many people in Boulder who own vehicles almost exclusively for weekend trips out of town. We know that a very high rate of people commute to school by bike, bus, or foot every day, so the majority of the time, their vehicles are stationary, likely taking up valuable street parking, somewhere within the city. If we could better understand why these people feel the need to own and park a car in Boulder, then we could provide alternatives to suit these needs. I think carshare programs like eGo provide a partial solution, but even their program is not well-suited for multi-day trips to the mountains. A different weekend rate structure for carshare-type programs or mountain mass transit + creative last mile solutions are needed.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I think that regional transportation is the single most important thing for the TAB to focus on. There are many improvements that I personally would like to see within Boulder (e.g., more bike lanes), but I think the potential impact of these intra-city improvements pales in comparison to possible gains from improving inter-city transportation options. Anything we can do to reduce the 250,000 vehicles coming in and out of Boulder everyday would have compounding impacts on all of our other internal transportation goals: parking, congestion, air quality, pedestrian and cyclist safety, etc. Boulder is already making great progress by collaborating with neighboring communities, but I think this piece of the puzzle deserves a greater portion of the funding. I suspect that a careful cost-benefit analysis or ROI study would show that Boulder funding for first/last-mile solutions in neighboring communities would have great net benefit for our community than equivalent investment within our city limits.

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303-441-3019



TRANSPORTATION ADVISORY BOARD

Annual Application - 2015

Date

02/11/15

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First Name *

Tila

Last Name *

Duhaime

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

917-903-2318

E-mail Address *

tilatila2@hotmail.com

Occupation

Place of Employment/Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

2 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)*

Between about 1999 and 2011, I was heavily involved first as a volunteer and later as a community organizer for the New York City nonprofit Transportation Alternatives, an organization advocating for walking, biking, and public transit as the best modes of urban transportation. My community organizing work involved meeting with local citizen groups, schools, and businesses on the Upper West Side of Manhattan (a community comparable in size to Boulder), encouraging them to re-envision their streets to accommodate all people and modes of transit. After spearheading a successful campaign for a parking-protected bike lane on a major avenue, and working with local elected officials and community representatives to smooth the implementation of that project (see response to Q 3 below), I was appointed by the Manhattan Borough President to serve on Community Board 7 for the Upper West Side. (I also earned a Streetsblog "Activist of the Year" Streetsie Award for my work on the bike lane: <http://www.streetsblog.org/2010/12/30/the-2010-nyc-streetsies-part-3/> .) As a CB7 member I served on its Transportation Committee, helping to balance out the lopsided leadership which had for decades operated under the mistaken assumption that any accommodations for cyclist and pedestrian safety would inevitably contribute to traffic congestion. I am a lifelong cyclist who only learned to drive in my early 30's, so though I've been on the road for decades I tend toward the perspective of one who relies primarily on walking, cycling and public transit to get around.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained.*

While I haven't had any direct experiences with the Board, I have been aware of its work as it relates to matters of concern to Community Cycles, specifically its Advocacy Committee, of which I am a member. My husband and I are avid cyclists and reluctant drivers, and the extensive bicycle infrastructure in the area was one of the main reasons we relocated here. I expect it will continue to draw increasing numbers of people, and I want to help ensure that Boulder continues to prioritize multi-modal transportation as it grows, encouraging people to rely far less on private automobiles than is considered normal in much of the rest of the country. Coming from transit-rich New York City, however, I feel that Boulder has a ways to go in enhancing its transit services, although its recent momentum on projects like bus rapid transit is encouraging.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict?*

When a mile-long parking-protected bike lane was installed in one neighborhood of New York City, after months of public outreach and input, the complaints of residents and businesses adjacent to the lane began before the paint was even dry. Although the city officials involved throughout the planning and implementation process were expecting some pushback, and despite the largely unsupportable anecdotal nature of the complaints, Mel Wymore, the chairman of the local community board (an appointed body that advises the local elected city council member) took them very seriously. He asked me and several other stakeholders to come together, over about a dozen in-person meetings, to listen to each other and determine whether there were any tangible design problems and means to address them. At the time, I was one of the leaders of a neighborhood group that had taken the largest role in documenting support for the proposed street redesign, both among members of the public and businesses along the route. Staffers from the offices of the relevant state senator, assemblywoman, and council member attended along with representatives from the city's DOT. Business owners who were unhappy with the new design joined the group, as did representatives from two business improvement districts who officially supported the bike lane but were struggling to constrain internal dissent after its installation. In short, what came to be known as The Columbus Avenue Working Group comprised people with vastly different viewpoints about the new street configuration, and united us with a common purpose: to make it better.

When Mel first asked us all to come together, I thought finding consensus would be a fool's errand. I told him that the complaints would likely die down in a few months.

and to just wait and see if there were any persistent issues. I'm sure he was advised by others to the effect that he ought to scrub out the paint before the bike nazis got too attached to it. Instead, he convinced us that we could work together, building on small points of agreement (such as: Columbus Avenue could be improved) until we were willing to confront the more contentious parts of the design. Certainly there were some areas where the members in the end just had to agree to disagree, but by and large the working group either tweaked the design to improve it (installing peak period loading zones for large delivery trucks, while preserving scarce curbside parking in non-peak hours) or came to a common understanding about the necessity of certain design elements (as when I defended certain intersection treatments to prioritize cyclist and pedestrian safety over the convenience of a handful of drivers). I believe that in the end, every member of the working group felt he or she had contributed to the overall project, and had personally gained something from the experience. I certainly learned many lessons about conflict resolution.

First, mutual respect is essential. Whatever our personal views of scofflaw cyclists or whether perceptions without supporting data were relevant, Mel treated everyone's contribution as valued, made sure that everyone had a chance to speak, found some crumb of validity in nearly everything that was said. But he also kept us on task to accomplish something, not just vent: redirecting our angst toward thoughtful solutions was a second key to resolving our differences, making us look forward rather than brood on past misunderstandings. Third, Mel worked hard to make sure that someone from every stakeholder group was at the table, which reinforced the idea that this street design was intended to serve the public as a whole, not just a giveaway to cyclists. I worked hard to convince the skeptics that things like speeding and crash and injury rates were likely to fall, positively affecting the same drivers they worried were being inconvenienced. And because for once skeptics were expected to listen to me rather than dismiss me as a cycling activist, the numbers started to make sense to them. The very diversity of our viewpoints ensured that the final recommendations from the working group to the city DOT were a valid reflection of what the community wanted. Fourth, the speed with which the working group was formed (and which alarmed me at first) ended up being a great asset: knee-jerk reactions had not yet become entrenched opinions, the elected officials were still able to work toward consensus because they hadn't been forced to take sides, and the people raising complaints felt, rightly, that something was indeed being done about them. Promptly responding to the complaints, if not "fixing" them, helped soothe upset members of the public. This, too, was a lesson in managing conflict: sometimes people want to know that their community leaders are at least listening, even if they don't agree at the end of the day.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I know of no conflicts of interest at this time, and I have reviewed and understand the conflicts of interest guidelines applicable to Boulder's Boards and Commissions. The procedures outlined in those guidelines in the event of potential conflicts of interest seem perfectly adequate.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Boulder's TMP is certainly impressive; thoughtful, thorough, farsighted and pragmatic. The periodic update process is immensely helpful in keeping the document fresh and reminding the public and elected officials of their commitments (what is sometimes called "community buy-in"), reinforcing the priorities reflected in the plan. These local charrettes should continue in the future. Of course the hard part is when decisions must be made to fund or enact particular programs (or decline to do so), especially with respect to the Transportation Demand Management portion of the TMP. Even if the TDM is a result of collaborative effort, it is surely not unanimously supported, and without the ability to make certain elements mandatory I worry that some of the more difficult goals of the TMP will remain out of reach. I would support efforts to make certain strategies in the TDM obligatory, especially for new development in Boulder.

Another major element of demand management is the third rail of auto parking policy, modifying which is difficult but necessary. Making parking less available and/or more expensive is key to reducing the incentive to drive, so Boulder must examine both its existing parking stock and work hard to minimize growth in parking as development continues. This goes hand in hand with increasing the quantity and quality of bike parking, or enhancing parking for rideshare vehicles or near transit hubs. More than most elements of transportation policy, people tend to feel proprietary about "their" parking spaces without acknowledging that it is actually valuable public space, and Boulder should be framing the debate over its parking

spaces, indeed all of its public streetscape, in these terms.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

This is certainly an area where I would learn a lot from other Board members, especially since the goals are so interconnected. The TMP, by its very nature, encompasses consideration of transportation issues through the lens of environmental and economic/business impacts, so I think Boulder is on very solid footing with respect to those two sustainability goals. As for social sustainability, it strikes me that the needs of the very old, very young, and very poor are often afterthoughts in land use and transportation policy. Those who do not drive because of age, ability, or finances ought not be left to struggle in a city dominated by driving residents. At the very least we should be striving to place common amenities like restaurants, grocery stores and retail establishments within easy walking distance of any city resident, to normalize walking as a daily activity and make vehicular use more occasional and less necessary. Of course this is easiest to accomplish when shaping new development, and I think the sort of public debate now underway with respect to places like Boulder Junction is healthy as the city rethinks its traditional housing and auto use patterns. I'm sure that some residential neighborhoods will remain isolated from these services for many decades, as some people seem to prefer, but Boulder should continue to explore options to allow small-scale businesses even within existing residential areas.

I am also puzzled by the frequent emphasis on Eco-Passes when I encounter discussion of the transportation needs of lower income individuals: is there data suggesting that the cost of bus service, rather than its infrequency and limited scope, is the main limiting factor for low-income people in Boulder? It seems to me that if Boulder wants more people riding buses here, bus service must not be simply one option, but should be one of the best options: quick, convenient, direct, easy to use. I grew up in southern California, where bus ridership was stigmatized: buses were dirty, cheap, slow, and didn't go many places, but it was how poor people got around. Boulder can do better than that, developing a transit network that is appealing to a multitude of users, including those who have other options. This goes hand in hand with expanding Boulder's bike network to underserved parts of the city, especially in the northern and eastern reaches of town. Again, many young and/or poor people who have no access to a car do have access to a bike, and we owe it to them to ensure that their passage is as safe as we can reasonably make it.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

I think that managing Boulder's population growth and increased in-commuting presents the most urgent challenge, followed by the challenges in managing the University's expansion plans. These are all informed by transportation inertia.

Like almost any U.S. city of this size, Boulder is saddled with the legacy of inefficient housing and transportation infrastructure that sprouted after World War II, entrenching the private automobile as the default choice for getting around. While the city limits are thankfully constrained, sprawling development at the margins continues to complicate better and more compact public transit, as does a common perception that individuals "need" to drive their own cars (because that is what they are used to). As a community, we must continue to envision a future where more people share the resources and space we already have, and are cognizant of the public costs or benefits of their personal housing and transportation choices. Boulder must embrace greater density and more mixed use development, especially allowing mixed residential and retail/commercial development, than past policies have produced. I think a more honest and quantified assessment of the public costs imposed by the various modes of transportation in our mix (including parking) would be eye-opening to the average resident, and might help foster a more sensible ethos for sustainable transportation choices.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I am excited about the possibility of numerous bus rapid transit lines coming to the area; clearly, the more frequent and interconnected the service on these corridors, the more people will be enticed to use them. Services like BRT can make use of the existing infrastructure with relatively modest upgrades (like payment and loading stations), rather than requiring extensive proprietary equipment like light rail lines. Similarly, there seems to be much room for improvement in certain areas that might be better met by the private sector or a public/private alliance; I have sought in vain for suitable shared ride service between Boulder/Denver hubs and ski resorts throughout the ski season, for instance. Until better regional transit options

emerge, I think Boulder should be doing more to encourage working from home, private carpooling and ride share arrangements, and should not shirk from embracing some form of congestion pricing to both help fund mass transit on regional corridors and make commuting in private vehicles less attractive.

As a final aside, I think it is a common mistake for public officials to assume that mass or regional transit systems ought to pay for themselves, or that the cost ought to be borne only by users. Everyone, especially those in private vehicles, benefits from mass transit, and everyone should bear responsibility for funding it, subsidizing those who accept some measure of inconvenience for using it.

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303-441-3019

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Annual Application - 2015

Date

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First Name *

William

Last Name *

Rigler

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

917-415-0612

E-mail Address *

billrigler@naropa.edu

Occupation

Director of University Relations

Place of Employment/Retired

Naropa University

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

1.5 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have nearly 20 years of experience working in senior management positions with national non-profit organizations, NGOs and businesses. I currently serve as the Director of University Relations at Naropa University, and before that I served as the Spokesman and Director of Communications at former Vice President Al Gore's global climate change initiative. Earlier, I spent 14 years in New York City, where I served as the Chief of Staff at the Rockefeller Foundation (7th largest philanthropic foundation in the world), as Chief of Staff to former Vice Presidential candidate Geraldine Ferraro, and several global nonprofits devoted to economic development and health in Africa.

My interest in transportation issues first began while working at the Rockefeller Foundation, where we provided catalytic grants totaling more than \$100 million to develop sensible transportation and infrastructure policy that would serve the needs in the 21st Century. While working for Vice President Gore, I became even more firmly invested in the importance of sensible transportation policies in the global efforts to combat climate change. And finally, I am convinced that affordable and accessible transportation creates an enabling environment for economic growth, access to jobs and services, and greater opportunity.

Finally, I believe that my background in marketing and public relations would provide an important asset to the work of the TAB. The ability to accurately communicate with and engage important stakeholders and constituents is essential to achieving the City of Boulder's ambitious goals for increasing the share of alternative transportation mode use.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have not had any direct contact with the TAB, though I am a frequent user of the bus system (all Naropa staff, faculty, and students are provided with the EcoPass), and I am also a passionate cyclist, and therefore a frequent user of the bike paths. I am a strong advocate for reducing reliance on cars by providing a diversity of transportation options, especially given my perspective of having relied on mass transit in NYC for so many years.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In my various roles of leadership, I frequently encountered strong disagreements on various policies or approaches on items as diverse as funding priorities, public relations, strategy, or procedures. In each instance, I believe it's incredibly important to get an accurate assessment of the various points of view and to ask clarifying questions. I believe that there should be a balance between making data-driven decisions and exhibiting empathy for those who will be affected by these decisions. It's a role that I take very seriously.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not foresee any real or perceived conflicts of interest. In my capacity as a member of the President's Cabinet at Naropa University, I believe that Naropa's exposure or linkages with the work of the TAB would be extremely limited. Were such an incident to rise to this level, I would immediately inform my colleagues to determine an appropriate next step.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The TMP sets ambitious goals for increasing alternative transportation mode use, which is in line with core community values associated with climate protection, mobility, and quality of life. As mentioned above, I believe communication is a critical tool in achieving these goals. The City of Boulder needs to effectively convey the message that using alternative transportation modes is both a positive environmental value, but also is a convenient and comfortable choice for both business and personal travel. I would welcome the opportunity to apply my marketing background to this communications challenge.

Another critical element of success for the TMP is making the most effective use of the FasTracks investment in our new regional bus-rapid-transit system. We need to make sure that we have the final-mile solutions in place to give commuters convenient access to their final destination from the BRT stops. This includes everything from well-timed local bus connections to ample B-Cycles. We also need to work to expand the BRT network to other regional corridors across Boulder County that compliment the US36 service.

6. What is your assessment of important transportation issues related to Boulder’s community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

The kind of transportation we invest in determines the shape of our communities, our access to jobs and services, and how much of our time and money we spend on getting around. In Boulder, I believe there isn't enough attention focused on getting a return on our transportation investments or even maintaining the infrastructure we already have – both of which provide people with the options that connect them to jobs and opportunity. I believe that coordinated intervention is needed to ensure that transportation planning and infrastructure policy serves the needs of Boulder today and twenty years into the future.

More practically, the creation of a balanced approach that accounts for the needs of neighborhoods and local businesses is imperative. For example, Naropa’s Lincoln Campus is situated in the Goss Grove neighborhood. With such a large commuting population, the potential to impact neighborhood parking is high without a suitable system to promote accessibility and affordability. As with many local businesses, it will be important to further explore options that responsibly balance the needs of neighborhoods with those of local businesses.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

The most pressing transportation issues for the City of Boulder are regional in-commuting. I am confident that the new BRT system will provide an excellent relief valve for the congestion we see on US36, especially if we provide the final-mile connections I mentioned above. However, regional commuter traffic will remain a problem unless we invest in further regional transit systems that provide similar relief in other transportation corridors. This, of course, will take additional funds. If RTD resources aren't forthcoming, I think it is worth considering some sort of a local funding district that can support additional transit investment for northwest area.

As we develop our technology-inspired sharing economy, which has spawned new transportation models such as Uber, I think the City of Boulder can and should do more to engage and enlist the local tech community to assist in the creation of more user-friendly information systems and platforms. For example, sponsoring “hackathons” or coding sessions that would power mobile apps around bus schedules, ride-sharing platforms, and other important information.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Collaboration with other surrounding communities is critical to developing effective regional transportation plans and identifying the funds to improve our transportation systems. This begins with participation in the alphabet soup of regional transportation organizations, from DRCOG to US36 Commuting Solutions. I understand that TAB members don't typically represent the community on these organizations, but I would plan to attend some of their meetings to get a better grasp of the regional context in which we are working to address local issues. Ultimately, I am not confident that there will be a state or metropolitan funding solution to our transportation challenges. For that reason, I think we need to explore smaller district financing options for the systems that will enhance mobility in our corridor, as well as exploring the feasibility of a Boulder County-wide Eco-Pass or comparable mechanism.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

Boulder City Council

2015 Boards and Commissions Appointment Guide

University Hill Commercial Area Management Commission

Council Action Requested:

Appoint one new member to a five year term through March 2020.

Current Members:

2019 Dakota Soifer
 2018 Amanda Rubino
 2017 Cheryl Liguori
 2016 Jyotsna Raj
 2015 Hillary Griffith

Occupation:

Restaurant Owner
 Co-Owner, Social Media Manager Frisk Accessories
 Entertainment Venue Management
 Housewife
 president - WalkAbout Studio

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

University Hill Commercial Area Management Commission Applicants

William Campbell
Boulder, CO 80302
Occupation: CU/Boulder - PhD Candidate, Researcher

Monique Cole
Boulder, CO 80302
Occupation: Retired - Real Estate Broker, Investor

Lisa Nelson
Boulder, CO 80302
Occupation: Metropolitan State University of Denver - Ad

Greg Schultz
Boulder, CO 80302
Occupation: Mapleton Real Estate Group, LLC - Real Est



UNIVERSITY HILL COMMERCIAL AREA MGMT COMMISSION

Annual Application - 2015

Date

02/12/15

The University Hill Commercial Area Management Commission consists of five members appointed by City Council, each to five-year terms. Three appointees must own real or personal property in the district or be a designated representative of a person who owns real or personal property in the district; the other two appointments are for citizens-at-large. UHGID makes recommendations to City Council and City departments regarding parking issues and land acquisition for parking needs in the district.

Staff Liaison: Molly Winter (303)441-7317

Meetings are held the third Wednesday of the month at 9 AM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Greg

Last Name *

Schultz

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-956-2323

E-mail Address *

gregs@mapletonre.com

Occupation

Real Estate Broker

Place of Employment/Retired

Mapleton Real Estate Group, LLC

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

44 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Education - B.A. in Economics. Accounting - 4 years as an occupation. Real Estate Brokerage, Management, and Investment in Colorado (mainly Boulder) and California for 18 Years.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I live on the Hill and deal with the parking situation daily. I have owned property on the Hill since 2000. I have worked with other Property Owners as well as with tenants. I had an office on the Hill for about 5 years and have lived through the riots, changes in liquor laws, etc.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

My profession as a Real Estate Broker involves two different parties (Buyer and Seller) who come together for a common goal... to make it to a real estate closing. Most Buyers do not realize they have a common goal with the Seller, and vice versa...instead, they often-times feel like they need to be pitted against the other party. My job is to negotiate and mediate between the parties, while being a fiduciary of one of the parties. This is a somewhat complicated position to be in. I attempt to keep the conversation away from an emotional level, and try to keep it on a practical level. Being able to remain level-headed quite often means the difference between a transaction being successful, or falling through.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As stated previously, I live on the Hill and am a part owner of a commercial property on the Hill. I am a landlord in Boulder.

5. What are the greatest challenges facing the University Hill commercial area? What changes, if any, would you recommend as a member of the advisory board? *

The parking, the liquor laws, and the anti-student mentality of a minority of the Hill Neighbors.

The City has known there is a need for parking since the 1970's. Nothing substantive has been done about this need. The lack of parking has perpetuated the problem that the Hill is a bit of an island. There is very little incentive for non-Hill residents to visit the Hill, and the lack of convenient parking is a barrier. Perhaps the biggest challenge is that the City has sought political expediency at the expense of doing what is right for the Hill.

The liquor laws have tightened over the years as an attempt to reduce the effect of alcohol-related issues and to improve the quality of life on the Hill. I think an objective person could say that the unintended consequences of these restrictions has led to a further decline of the Hill. The Hill has turned into a fast-food, lower price-point restaurant district, with few exceptions. There needs to be an incentive for good restaurateurs who are passionate about their profession to come to the Hill. Part of my job includes leasing commercial spaces on the Hill and most prospective tenants have a level of trepidation of dealing with the City in regard to serving alcohol. I think the City has unintentionally created the impression they are unfriendly toward restaurants that want to serve alcohol responsibly.

I think the Hill Neighbors got a lot of traction following the Hill riots, which led to an anti-student and anti-alcohol mentality. I have lived in two houses on the Hill (and have been raising children there) and I have observed house parties to be, by far, the main contributor to alcohol abuse on the Hill. A vocal minority of the Hill Neighbors, I think, led to an over-reaction of the City toward liquor laws.

I would budget funds for the Hill to do what is necessary to create the two parking structures on the Hill.

I would create a more friendly environment for restaurants to responsibly serve alcohol in the Hill District. I would also make sure that the individuals that are violating the law through liquor-related offenses have serious and appropriate consequences. Students that violate liquor laws should have consequences related to their attendance at CU. If students are held more accountable, their parents paying the tuition will also pay more attention.

6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district's vitality? *

I think that CU is a very powerful and important player on the Hill. I support the idea of the convention center/hotel on Grandview. This would support the impending Hill ordinances relating to creating a more office and business-friendly environment.

The City should budget or partner with someone to make the parking happen. The Hill needs to accommodate more than just pedestrian access.

It would be good to solicit the opinions of the Hill Neighbors to see what they want from the Hill in terms of restaurants, retail, etc. I can't imagine more sandwich shops and burrito shops was the goal of the Hill Neighbors. There are a lot of people that would be attracted to this district if there was a perception of a friendly business environment.

7. In your opinion, what are the Hill's biggest assets and how can they be enhanced? *

- 1.) The location in proximity to CU.
- 2.) The location in proximity to an incredible neighborhood.
- 3.) The location in proximity to Chautauqua and the mountains.
- 4.) The student population that are looking for a place to recreate and spend money.

The real goal should be to enhance the experience of the year-round residences of the Hill. I like the idea of having a pedestrian area on the Hill that will attract people of all ages from all areas of Boulder.

8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve this goal? *

I think it would be a good idea to offer some sort of financial incentive for property owners and business owners that create office uses on the Hill.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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UNIVERSITY HILL COMMERCIAL AREA MGMT COMMISSION



Annual Application - 2015

Date

02/12/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Lisa

Last Name *

Nelson

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

United States

Country

Best phone number where you can be reached

Home Phone (?)

303-440-5112

Mobile Phone (?)

Work Phone (?)

E-mail Address *

lgnelson@hotmail.com

Occupation

University administrator

Place of Employment/Retired

Metropolitan State University of Denver

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

25 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

My professional qualifications include positions in nonprofit and public sector organizations and experience in governance, fundraising, grant making, community relations, stakeholder engagement and event planning. My educational background includes a law degree from CU.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I do not have direct experience with this Board, but I have been active in various relevant community efforts including development of the RSD and serving as a community representative with the AACT public health coalition.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I have extensive experience in the conflict resolution field and have spent years helping people work through disagreements and conflicts. I currently hold a full time position at Metropolitan State University of Denver as the Coordinator for Student Conflict Resolution Services, where I provide a suite of services including conflict coaching, facilitation, mediation and restorative practices to students. I have been a mediator/facilitator with the City of Boulder Community Mediation program for 20 years, mediating and facilitating neighborhood disputes and high conflict public meetings. I also have participated in many restorative practices through city and university restorative justice programs addressing community impact of nuisance parties and other quality of life issues .

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am not aware of any potential conflicts of interest for myself with respect to this board. In the event a conflict of interest did arise, I would disclose any pertinent information and recuse myself from any official board activity the could potentially be affected by the conflict of interest.

5. What are the greatest challenges facing the University Hill commercial area? What changes, if any, would you recommend as a member of the advisory board? *

There are many challenges facing the Hill commercial area. The current debate around development on the Hill will largely determine what becomes of the commercial area, so the decisions being made over the next months and years are critical. This is why I am interested in being involved with this Board at this time. In general I am in favor of limiting new development of high end student housing in the commercial district and coming up with creative and financially viable alternatives including diverse commercial, retail and office uses combined with affordable housing for families/working adults/seniors.

6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district's vitality? *

In my opinion one of the greatest contributing factors to our current situation has been the history of highly divisive and adversarial relationships among stakeholders. My goal is to work to engage a broad and diverse group of stakeholders to come together to provide leadership, address concerns, and advocate for a vital Hill community. I am committed to the development of an organizational framework and sustainable funding stream to enable the creation of a viable and functional self-governed Hill entity.

7. In your opinion, what are the Hill's biggest assets and how can they be enhanced? *

The Hill has many assets including it's location adjacent to a major university and a beautiful historic neighborhood in the middle of a well-funded city. There is a wealth of ideas, talent and energy in this city, as well as deep pockets and creative and entrepreneurial spirit. Tapping into these assets and bringing stakeholders together to form a positive vision for the future is how we will move forward.

8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve this goal? *

In addition to the development debate currently underway, I think additional parking capacity on the Hill will be a key factor to attract new businesses and visitors. Other factors affecting the Hill include maintenance and improvement of the physical features of the Hill - cleaner and more well maintained streets, sidewalks and buildings will attract more positive activity.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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UNIVERSITY HILL COMMERCIAL AREA MGMT COMMISSION

Annual Application - 2015

Date

02/04/15

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Staff Liaison: Molly Winter (303)441-7317

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Monique

Last Name *

Cole

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-815-2926

E-mail Address *

monique@moniquecole.com

Occupation

Real Estate Broker, Investor

Place of Employment/Retired

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

12 years total

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have helped people buy and sell both homes and investment properties since 2003 in Hawaii and Colorado. With partners, I own and personally manage, 5 buildings along the Front Range (none in Boulder) that are a mix of residential, office, restaurant and retail use. I have a degree in English literature and my previous career was in journalism and public relations. I have served on the executive committee of the University Hill Neighborhood Association since 2010, and also was on the organizing committee for the Uni Hill Residential Service District for several years.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have attended several UHCAMC meetings over the years. I am excited by some of the projects that have been completed or are in the works, such as the hiring of the Hill coordinator, the event street, and the moratorium on new student housing.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

Members of our neighborhood association has not always agreed on issues, particularly alcohol being served late-night on the Hill. I have always maintained that the lifestyle impacts (noise, litter) surrounding alcohol have more to do with house parties. At meetings where there were opposing voices, I felt it was most important to listen respectfully and express my own opinions calmly and clearly. Also, it's important to focus on solutions rather than problems and make sure that we have defined the problem accurately. For example, perhaps the "problem" isn't alcohol consumption, it's actually noise, vandalism and litter.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

For now, at least, I am still an EC member of UHNA (I would like to retire from that position). Lately, UHNA and UHCAMC have been aligned on most fronts -- the "us versus them" mentality (i.e. neighbors versus landlords, or neighbors versus developers) has given way to a more collaborative approach. Still, some might perceive the fact that I live in the residential part of the Hill as a conflict of interest. As a real estate broker, there's a possibility in the future that I might end up representing a property owner within the commercial district. If so, I will recuse myself from any votes that might create a conflict of interest.

5. What are the greatest challenges facing the University Hill commercial area? What changes, if any, would you recommend as a member of the advisory board? *

The small size of the Hill is very challenging, along with longtime owners who are not interested in investing money into their aging buildings. Although parking is adequate, it is not easy to access from major streets and it is hidden away. Most of the businesses cater to students, so they are only busy 9 months of the year. There is a shortage of sit-down restaurants / brewpubs.

I would recommend working with property owners and developers to connect them with tenants who would increase the diversity of uses on the Hill.

6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district's vitality? *

I like what's happening with the Hill Boulder website and Facebook page. I would like to see more events, live music, artwork and presentations that bring the talent from CU over to the Hill. CU has an opportunity to work with the Hill and the City to develop their parking lot at the corner into a gateway property.

7. In your opinion, what are the Hill's biggest assets and how can they be enhanced? *

The Hill is funky and it should never become stuffy and boring. With programming, development of public spaces and marketing, it could become known for a place to go for the

unexpected experience.

8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve this goal? *

Increase parking to attract office users. Network with the university to provide office space for start-ups that originate from CU.

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Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

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UNIVERSITY HILL COMMERCIAL AREA MGMT COMMISSION

Annual Application - 2015

Date

01/31/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

William

Last Name *

Campbell

Home Address (Not available to the public unless you are appointed.)*

Street Address

Address Line 2

Boulder

City

80302

Postal / Zip Code

Colorado

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

303-545-5552

Mobile Phone (?)

303-917-7256

Work Phone (?)

E-mail Address *

william.j.campbell@colorado.edu

Occupation

PhD Candidate, Researcher

Place of Employment/Retired

University of Colorado Boulder

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

14 years

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a Bachelor's degree in economics (and German) and I am able to decipher balance sheets and budgets. I am also a former advertising copywriter and creative director, and I am familiar with multimedia marketing, advertising, naming, and brand development: my creative and strategic background may be of benefit to this Board. As a PhD candidate in Curriculum and Instruction in Mathematics at CU I have trained in both qualitative and quantitative analysis and thus I may have a more critical eye when it comes to plans and analyses put before the board.

At present I have defended my prospectus and am working on my dissertation research. Having spent over seven years at CU as a graduate student (I received my Masters in Education at CU in 2005), a research assistant, and an instructor of record: my insider understanding of the CU system may be of benefit to the Board.

I was instructor of record for five different sections of a CU Arts and Sciences core course called School and Society (EDUC 3013), a course that concentrates on recognizing, understanding, and fighting against, racism, sexism, classism, inequality, and homophobia in US society, and in US schools. Having read and taught extensively on these topics, I bring a nuanced opinion that may benefit the Board.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I became interested in this board when I saw the efforts to rebrand the Hill. I felt sadly underwhelmed by the effort as I saw it enacted on the ground. Living in the Hill neighborhood, and raising children here, I have an ongoing interest in the future well being of both commercial and residential interests in the Hill zone. The insight I gained here was that I want to play a more active role in helping to insure the Hill area remains a vital and powerful brand magnet that continues to draw more people to spend their time and money on the Hill, while respecting all of the inhabitants in the Hill area, making it a place where people want to live, work, play, and invest.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

When teaching at CU I had to work through many disagreements between groups of students regarding the sensitive topic of racism, often facing white students who, unaware of the privilege that comes with White skin in the US, claimed they were victims of racism as often as people of color were victims, while the students of color in these classes looked at these white students in disbelief. In working through these disagreements, I began by mapping both sides of this argument. Then I had students read a short article called "Unpacking the invisible knapsack" that details many of the common yet forgotten privileges that come with having white skin in the US. Rather than deny that white students had experienced bias and/or bigotry, I pointed out that these words' meanings are different than racism: racism occurs when one race oppresses another while being backed by larger power structures controlled by their race. Making this distinction allowed the white students to be heard, and it made clear that racism is a much larger, more structural phenomenon than they may have realized. This technique of acknowledgement, and guided inquiry led many students to a deeper understanding of racism, sexism, classism, inequity, and homophobia in the five courses I taught.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

The only potential conflicts of interest I may have with the respect to the work of this board are several longstanding friendships I have with people connected to the Hill Board: one is with board member Cheryl Ligouri (property manager), and the other with David Mackenzie (property owner). Though these friendships are important to me, I do not see myself making biased decisions because of these friendships. I understand that conflicts of interest are a serious matter, and I think that all Board members have a duty to investigate potential or perceived conflicts of interest: exactly how these matters are handled by the board should be

decided on a case by case basis by the entire board, these matters are not to be handled by single members of the board.

5. What are the greatest challenges facing the University Hill commercial area? What changes, if any, would you recommend as a member of the advisory board? *

Challenges include (but are not limited to):

- The seasonal nature of school and its effect on spending in Hill businesses: more emphasis on the hill as a hipper alternative to the Pearl street mall may help here. More street fair type activities and concerts would also help to attract year round residents to the Hill.
- Unbecoming behaviors one sees with inebriated students and the growing homeless population: this is tough to fix, but I think the Hill would benefit from a regular foot patrol done by pairs of police officers.
- Lack of central parking: if the corner parking lot on Broadway and Pennsylvania Ave were made into a two story structure with parking on the second story and on top of the structure, that would help ease this problem.

6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district’s vitality? *

The city can enhance the commercial district’s vitality through careful planning and zoning practices (e.g., increasing potential spaces for new business through the moratorium on new student housing on the hill)

CU faculty – more efforts can be made to study the nature of movement and the use of space on the Hill. CU has resident experts in business development, and many types of planning experts. We also have experts in media, geography, cultural geography, sociology, spatial dynamics, traffic flow dynamics, sustainability, energy use, and many other areas that may better serve the future of the Hill and its commercial and residential interests.

CU staff and students – more ‘buy local’ campaigns can target both CU staff and students, and these sources can also be better tapped as far as their use of the Hill, and what changes they would like to see.

Hill property owners – property owners should be incentivized to be more proactive regarding the appearance and upkeep of their properties and the behavior of their tenants.

Hill business owners – using the power of organization, Hill business owners should band together, support new business building initiatives, and look for new ways to cross brand their products and services. Business owners (who are property owners) should also be more proactive regarding the appearance and upkeep of their properties and business property landlords should be held accountable for the aesthetics of their properties.

7. In your opinion, what are the Hill’s biggest assets and how can they be enhanced? *

Location: the Hill benefits from its location in many ways (e.g., transit friendly, close to campus, short walk from downtown). This location asset can be enhanced by targeting transit as an advertising platform, creating more incentives for students to shop on the Hill (perhaps a Hill points type shopping incentive), and more targeted campaigns for visiting parents and tourists. The university could be a more strategic partner with the Hill, showcasing some of the research being done through prototyping on the Hill.

The variety of goods and services offered in a concentrated space: campaigns could make people aware of the wide range of goods and services offered by the many businesses on the Hill (campaign that follows different people through their day on the Hill, highlighting the goods and services available)

Live music and performance: live music and performance helps drive Hill commerce and reflects the culture(s) of the inhabitants of CU and the Hill. More sponsored concerts/music events/offering on the Hill (block party type events, art exhibits by local artists and CU students, sponsored street performances by CU music/performing art students and local artists) could bring more attention to the Hill and its varied businesses.

8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve this goal? *

More creative use of outdoor spaces:

- Given days when the street in front of the Fox is blocked off, and merchant carts of goods and merchandise not available on the Hill are present
- Flea market swap type events for locals and for students coming to, studying at, and leaving

CU

- Planned and 'impromptu' public dances/happenings/flashmobs spearheaded by different local, state, national, international groups would raise interest/curiosity levels, make Hill experiences more memorable and unpredictable (in a positive way).
- Hosting local, state, national, and international cultural events as an entity (the Hill entity) that shares the outdoor space – synergistic coordination with big CU events/conferences would be useful for commerce and help inform the general public about the vibrant nature/culture of the Hill.
- A physical/virtual/interactive public map of the world located on the Hill, where connections between the Hill and the world multiply over time.
- Host long board slalom races, and freestyle skateboarding competitions, that begin to the south, running through, and finishing, in the Hill commercial area.
- Host talent shows.
- Business hiring days (businesses explain what they are looking for to potential job applicants/business entrepreneurs)

Seek out more informed sources for inspiration and wisdom regarding the future of the Hill:

- Look to the many innovative centers of expertise located in Boulder for timely help regarding Hill matters, and for new strategic partnerships that benefit all parties involved. Exploit new ideas that are win-win-win for the public, the Hill, and the other party.
- Actively tap the minds of the many different types of experts living here to seek new ideas, analyses, and resources for the continued vitality and sustainability of the Hill, as a great place to live, work, play, recreate, and build businesses.
- Adopt new, attention-catching technologies that bring media attention (e.g., install some walkways that harvest energy from human footsteps, or surfaces that become interactive games or musical instruments)

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303-441-3019

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Boulder City Council

2015 Boards and Commissions Appointment Guide

Water Resources Advisory Board

Council Action Requested:

Appoint one new member for a five year term through March 2020.

Current Members:

2019 Lesley Smith
 2018 Mark Squillace
 2017 Daniel Johnson
 2016 Vicki Scharnhorst
 2015 Edward Vincent Clancy

Occupation:

Reeseearch Scientist
 CU/Law School, law professor
 Water Resources Engineering - Tetra Tech
 Civil Engineer - Self Employed
 ACTA Technology Inc., Chief Technology Officer - Patent Attorne

Status:

Occupied
 Occupied
 Occupied
 Occupied
 Occupied

Applicant List

Water Resources Advisory Board Applicants

Michael Barnes
Boulder, CO 80305
Occupation: Kennedy Jenks Consultants - Engineer

Edward Vincent Clancy
Boulder, CO 80304
Occupation: ACTA Technology Inc., Chief Technology O

Marshall Shapiro
Boulder, CO
Occupation: Attain LLC - Senior Consultant/Test Manage



WATER RESOURCES ADVISORY BOARD

Annual Application - 2015

Date

02/11/15

The Water Resources Advisory Board consists of five members appointed by City Council, each to five year terms. The Board reviews Capital Improvement Programs, the Community and Environmental Assessment Process, and utilities master plans and advises City Council, Planning Board and staff. Additionally, the Board may provide recommendations concerning policy issues on operating programs.

Staff Liaison: Jeff Arthur (303)441-4418

Meetings are held the third Monday of the month at 7 PM in the 13th Street Conference Room.

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Edward

Last Name *

Clancy

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80304

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

720-524-8805

Mobile Phone (?)

303-522-5128

Work Phone (?)

E-mail Address *

evclancy@csupomona.edu

Occupation

Patent Attorney, Researcher

Place of Employment/Retired

ACTA Technology Inc. - Professor Emeritus Cal Poly University College of Engineering

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

EDUCATION

JD, Law- Western State University (ABA Accredited), Fullerton, CA
D. Eng. - Stanford University, Palo Alto, CA
MS - Environmental and Civil Engineering -University of Southern California, LA, CA
MBA, Management - Golden Gate University, San Francisco, CA
MS- Mechanical Engineering -Columbia University, New York, NY
BS- Marine Engineering -United States Merchant Marine Academy, Kings Point, NY

SUMMARY OF QUALIFICATIONS

EPA and DOD researcher, Patent attorney and Professional Engineer, built industry – university research centers, negotiated research and employment contracts, resolved intellectual property and licensing agreements, University Engineering Department Head, Administrator, Professor Emeritus, inventor, David Taylor and DOE Researcher, Program Director at the National Science Foundation and worked at the US Patent and Trademark Office. City of Boulder- Water Resource Board (2 years) - Advisory for University to MWD Water District in LA.

CURRENT POSITION

12/1/2008 – Present - Chief Technology Officer, Corporate Counsel – ACTA Technology Inc. Boulder, CO

Licenses

Attorney at Law – State of California
Attorney at Law – Colorado
Patent Attorney – United State Patent & Trademark Office
Professional Engineer, California #M-021823
Professional Engineer, New York #58642

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I am presently serving a two year term on WRAB. I am very familiar with the challenges and operation of the City's Water Utility.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I am a retired Navy Captain (O6) and University Administrator. I have been able to recruit and develop employees that works for me. I had 26 faculty members and was responsible for 1200 engineering students. I have been able to resolve conflicts in the past by listening and making sure the person understands that their communication is important and that I heard them. We might not agree but it is important to have the person understand that they have communicated their concerns.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I work in a small R&D firm that does research and development for Federal Government. I do not see any potential COI.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

My Top Priorities are:

1. Waste Water Conveyance System - The City has 300 miles of waste water piping and in 2014 scheduled to re-line or replace only 2 miles of waste water. The sewer pipes are mostly clay pipes in the older sections of the City and they leak. We see this during rain events when the inflow into the sewer system peaks because of the rain. Sewer pipes product hazardous gas and should be sealed. Some infiltration can be expected but the City aging sewer lines should be relined. We need a maintenance and upgrade program that will reduce the leakage

rate. According to the Water Utility, 17% of the homes were flood with sewage backup during the Sept 2013 flood. The 2007 Water Master Plan indicates known points in the system that are undersized.

2. Storm Drainage System

We must accelerate our mitigation projects. Areas like Elmer Two Mile, Goose Creek and Wonderland Lake drainage way are proof that we can design and build mitigation drainage ways that will reduce flood damage. We are spending money on flood mapping. We need to accelerate our mitigation plan.

3. Water Supply

Boulder Canyon power plant was completed in Dec 2012 and put on line in June 2013 at a cost of \$12M. It is our largest co-gen. It was flooded in 2013 - more mitigation is required. Also we back electrical generation for WTF at 63rd.

4. Waste Water System

New regulations for arsenic, phosphorous, and nutrients need to be planned for. We presently have a waiver for arsenic. I would like to see the a study to use the old trickling filter to remove phosphorous and nutrients. It could save the City \$20M.

5 Prescription drugs collection sites at City and University Police Stations - Prescription drugs have a documented negative impact on Boulder creek's fish population - failure to have a collection program results in a landfill (ground) water problem.

6. Communication - Flood and water planning is a climate change issue. The City has been proactive in protecting citizens from flood risk and needs to continue to update its flood maps and educate the population on flood risks.

Develop outreach and education programs (channel 8) on using non-phosphorous soaps.

7. FEMA Flood Insurance Rates - Because we have a flood mitigation, mapping and emergency response system all members of the Boulder community benefit from a discount flood insurance rate of 25%. The City can and should implement additional part of the FEMA flood insurance program so that additional discounts can be achieved.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over \$1B with other community needs? *

We do need a balance approach to the CIP. We need to maintain our water supply, water treatment, waste water and the waste water conveyance system. As discussed above the waste water conveyance system needs the most work. We recently increased the storm drainage rates by over 72%. We need a coordinate plan of flood mapping and mitigation. Our water supply system is excellent but State and Federal regulations on the waste water system will require upgrades to our waste water system. As stated above, we are NOT meeting the Federal guidelines for arsenic. We are operating under a waiver. The phosphorous and nutrient standards are coming next. We are close to meeting the phosphorous because so many people use environmentally friendly soaps in their washers.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

We need to thinking about alternative water supplies and conservation. We presently have water rights on both side of the divide (Northern Water Project). We need to maintain this flexibility.

We were able to supply clean drinking water to one smaller municipalities after the 2013 food because we had a cross-connection. We were in a position to help, but there is no place where we can get help if we need it. There is no cross connection between Boulder and our neighbors. I think a regional plan and infrastructure is needed. For example, Superior may be able to connect to our system in case of an emergency and we should be able to connect to their system. The City Council is correct the City must be able to operate even during a disaster. Resilience is all about being able to overcome the unexpected. The goal of resilience is to thrive.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

I think our present system promotes conservation. Water budgets are a good idea but they must be fair. Commercial users should not be over charged. The system must promote conservation and a budget review process should be in place.

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303-441-3019

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WATER RESOURCES ADVISORY BOARD

Annual Application - 2015

Date

01/22/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Marshall

Last Name *

Shapiro

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

8003

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-641-6511

E-mail Address *

atimarsh3@gmail.com

Occupation

Senior Consultant/Test Manager

Place of Employment/Retired

Attain LLC.

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

Packet Page 358

WRAB

Page 7

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

Before moving to Boulder I worked for the Denver Water Department (DWD) for 10 years in various capacities. I started out at a water resource engineer and developed long range planning strategies and developer participation percentages. Through promotion I became a manager in the Water Sales department which is responsible for collecting tap fees and negotiating developer participation contracts for the construction of new or existing water infrastructure. I was then promoted to the Assistant Water Sales Administrator position and supervised the plan review coordinators. Our main focus was to facilitate DWD review of developer construction plan and adherence to DWD Engineering standards. I then became a Management Operations Staff Assistant and worked primarily for the Operation Division Director, handling the divisions budget and representing the division on the Information Services Steering Committee. I also became the project manager for the Account Information Management (Customer Information System) software/hardware selection process during this time.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

No direct experience, yet I have a passion for following water policy issues in Colorado.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In my last position as a Test Manager for HP, I was tasked with taking a failing project and getting the User Acceptance Testing back on track. It immediately became apparent that several major stakeholders had significant personal and professional differences that directly impacted the project. After listening to several unproductive, loud meetings, I realized that the two main stakeholders had the same goals, but very different communication styles. One is a verbal communicator and needed to slowly and clearly verbalize his thoughts, the other is a very intelligent visual communicator. I talked to each stakeholder separately and explained that they both had the same goals, but communicated them differently. We then had a three way talk and cleared the air. From that point forward the project gained traction.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None that I am aware of.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

I actually think that Boulder's forethought and planning mitigated a large percentage of the impact, especially in the newer (East) side of town. That said, having storm water and sewage back-flowing in resident's basements is a serious issue that needs more attention. In addition, planning and mitigation efforts need to be revised to include the 2013 weather pattern that created the flood.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over \$1B with other community needs? *

Without maintaining the infrastructure, you cannot meet the community's basic and most important needs.. period. In my opinion, maintenance and strengthening infrastructure to meet current and projected demand is primary. Once that is accomplished, other capital improvements can be addressed on a prioritized schedule.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

I'm not currently qualified to discuss current operational/policy issues as I am not that familiar with them (yet). Boulder should learn from the events of the last flood and set priorities to mitigate those issues.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

I personally do not like government agencies assessing penalties. I prefer incentives. Rather than penalizing people for using too much water, I prefer offering incentives for using less. As an example; if a customer keeps their water use below a certain threshold (over a year), they would qualify for a "free" water saving device (a new toilet, washing machine) or a credit on their next bill. This policy could apply to commercial users as well, however the incentives would need to be structured differently. Saving potable, treated water, effectively creates more supply at comparatively minimal expense.

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WATER RESOURCES ADVISORY BOARD

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Date

02/08/15

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *

Michael

Last Name *

Barnes

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

Boulder

City

80305

Postal / Zip Code

CO

State / Province / Region

USA

Country

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

720-402-8762

E-mail Address *

mikeandlisabarnes@comcast.net

Occupation

Engineer

Place of Employment/Retired

Kennedy Jenks Consultants

Do you reside within the city limits? *

Yes No

How long have you lived in the City of Boulder?

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have BS degree in civil engineering and a Masters in Business Administration, which gives me the technical and managerial experience to understand the financial and technical issues that face the board. I also worked as an Engineering and Operations Manager for a mid sized wastewater utility for 10 years so I understand all the functions of a utility. In this position, I attended the monthly board meetings and board executive committee meetings and gave presentations at the majority of the meetings.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have worked in the wastewater and water business for over 35 years in both the public and private sectors, and I have a great understanding of what it takes to operate a water/wastewater utility. I would like to be able to give back to the Boulder community and believe that serving as a WRAB board member would be a great opportunity to do so.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I was the project manager of a team designing a digestion system for a client. We advocated including a certain level of instrumentation that we believed would enhance the client's ability to monitor the digestion process. However, the client was generally against including instrumentation unless it was absolutely necessary. We initiated discussions on several occasions so that each side would clearly understand the other side's position without being judgemental. We ultimately agreed to the client's position once we understood that the client was well aware of the advantages and disadvantages of adding the instrumentation. Listening and engaging in dialogue with an open mind allowed us to resolve this situation.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I work for an engineering consulting firm and have provided consulting services to the City in the past, and hope to continue to do so in the future. I have discussed this potential conflict with legal staff at the City and was told that this is not an unusual occurrence and that I should recuse myself from issues that present a potential or perceived conflict of interest.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

The 2013 storm was a highly unusual event that generated flows that exceeded the design capacity of many wastewater and stormwater assets thus raising the awareness of the limitations and risks of the utility systems. As a result, the City decided to make improvements to the systems relatively quickly. These improvements are being made to increase the system capacity and/or improve the condition of some assets in response to community concerns. The City approved rate increases to fund this response and now the challenge will be to make the improvements in accordance with the accelerated schedule and within the budget constraints.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over \$1B with other community needs? *

There are many ways to prioritize CIP projects to meet the needs of the utilities and the community. One approach is to determine the probability and consequence of failure of an asset to function properly, and use these determinations to develop a risk rating for the asset. The consequence of failure determination should include impacts on the community in addition to the impact on the utility system. The assets with the higher risk ratings would be rehabilitated first. By applying this risk-based process rigorously with as much objectivity as is possible, a CIP can be developed that will balance the needs of the utility and community.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

The potential impacts of the extreme events should first be identified and quantified to the extent possible. The utility systems can then be assessed to determine how well they can meet their stated mission in response to the event. Any deficiencies in system performance would be identified, and the cost to make changes to correct the deficiencies can be quantified. Once the costs are known, then the City can use a risk-based analysis to prioritize investments to correct the deficiencies. This analysis would include not just the physical assets, but the management systems as well.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

The cost to serve the residential and commercial customers should be quantified and the rate structure should be developed to mirror the cost of service to the extent possible. This should be done in a way that is transparent so that the rate structure can be justified to each customer class. As is currently done, the rate structure should be set to encourage water conservation since this will increasingly be needed in the future.

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303-441-3019

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