

February 27, 2018

Council Members, Board Members and Staff Liaisons,
Please find the eligible applications for the Board and Commission Recruitment period.

We have a new system for our applications and a few applications were not picked up in the pdf version.

Here is the revised application list with additions to:

BLA- Timken, David
DAB- Margolis, Lily
EAB- Platts, Bill
HA- Heacox, Stephanie
HRC- Epner, Zvi
HRC-Thompson, Nami
LC- Conklin Jr., Todd
PRAB- Conklin Jr., Todd

I apologize for any inconvenience.

Thank you,

Heidi Leatherwood



MEMORANDUM

FROM: Heidi Leatherwood, Deputy City Clerk
DATE: February 27, 2018
SUBJECT: 2018 Annual Recruitment Timeline with Applications

Proposed 2018 Annual Recruitment Timeline for Boards and Commissions

Wednesday, January 3	Begin Recruitment (9 a.m.) (6 weeks)
Friday, February 16	Application Deadline (5 p.m.)
Week of February 19	Process Applications
Friday, February 23	Applications forwarded to Council
Monday, February 26	Applications forwarded to Board Secretaries to distribute to Board Members and Staff Liaisons
Monday, February 26	Reminder Notice of Interview Day/Times for Applicants
Friday, March 2	Application Deadline for HAB (5 p.m.)
Thursday, March 8	Group Interviews (6-9 p.m.) Council Chambers
Tuesday, March 13	Group Interviews (6-9 p.m.) Council Chambers
Thursday, March 15	Group Interviews (6-9 p.m.) Council Chambers
Monday, March 19	Group Interviews for HAB
Tuesday, March 20	Formal Appointments at Council Meeting Council Chambers
Thursday, April 12,	Orientation for New Appointees presented by City Attorney's Office
Thursday, May 10	2017 Boards and Commissions Reception

Vacancy Report

Arts Commission

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Kathleen McCormick	F	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	4
M	1

Beverages Licensing Authority

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	David Timken	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	1
M	4

Board of Zoning Adjustment

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	David Schafer	M	Occupied		03/18/2018
5	Resident	5	Jill Grano	F	Resigned	11/21/2017	03/31/2020

Board Gender Makeup:

Sex:	Count:
F	3
M	2

Boulder Junction Access District - Parking Commission

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
1	Property Owner/Repres	5	Kevin Knapp	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	3

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

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
1	Property Owner	5	John Pawlowski	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	3

Vacancy Report

Boulder Urban Renewal Authority

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
5	Resident	5	Dan Powers	M	Resigned	01/07/2018	03/31/2020

Board Gender Makeup:

Sex:	Count:
F	1
M	4

Colorado Chautauqua Association

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
13	City Appointee	3	Thomas Thorpe	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	1
M	1

Design Advisory Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Design Professional	5	David McInerney	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	1
M	4

Downtown Management Commission

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Property Rep	5	Adam Knoff	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	1
M	4

Environmental Advisory Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Brad Queen	M	Occupied		03/31/2018
4	Resident	5	Morgan M. Lommele	F	Resigned	10/04/2017	04/01/2019

Board Gender Makeup:

Sex:	Count:
F	3
M	2

Vacancy Report

Housing Advisory Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
1	Resident	1			Vacant		
2	Resident	2			Vacant		
3	Resident	3			Vacant		
4	Resident	4			Vacant		
5	Resident	5			Vacant		

Board Gender Makeup:

Sex:	Count:
Vacant	5

Human Relations Commission

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Emilia Pollauf	F	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	3
M	2

Landmarks Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Arch/Planner	5	Deborah Yin	F	Occupied		03/18/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	3

Library Commission

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Alicia Gibb	F	Occupied		03/18/2018

Board Gender Makeup:

Sex:	Count:
F	3
M	2

Vacancy Report

Open Space Board of Trustees

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Molly D. Davis	F	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	3

Parks and Recreation Advisory Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Kelly Wyatt	F	Occupied		03/17/2018
4	Resident	5	Martin J. Gorce	M	Occupied		03/18/2018

Board Gender Makeup:

Sex:	Count:
F	4
M	3

Planning Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
4	Resident	5	John Putnam	M	Occupied		03/18/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	5

Transportation Advisory Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Dom Nozzi	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	3

University Hill Commercial Area Management Commission

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Property Owner/Rep	5	Karen Gall	F	Occupied		03/18/2018

Board Gender Makeup:

Sex:	Count:
F	3
M	2

Vacancy Report

Water Resources Advisory Board

Seat #:	Requirement:	Term:	Occupant:	Sex:	Status:	Resigned:	End Date:
3	Resident	5	Mark Squillace	M	Occupied		03/31/2018

Board Gender Makeup:

Sex:	Count:
F	2
M	3

From: [No Reply](#)
To: [Leatherwood, Heidi; j.decker@comcast.net](mailto:j.decker@comcast.net)
Subject: Arts Commission Application
Date: Sunday, January 14, 2018 5:35:21 PM

ARTS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Matt Chasansky (303) 441-4113

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.

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.

Name: John Decker

Home Address:

3435 17TH ST

BOULDERCO80304
United States

Home Phone: (303) 544-1836

Mobile Phone: (303) 544-1836

Work Phone: (303) 544-1836

Email: j.decker@comcast.net

Occupation: Design/Const. Consultant

Place of Employment / Retired: Varies

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 1982

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am an Artist, Licensed Architect and Filmmaker. I have worked in both the public and private sectors, in practice and as a university level academic. My highest attained degree is a Master of Architecture. I have been an active participant in community planning and public processes in multiple cities and have a particularly focused interest in public art as well as the grassroots development of the arts.

2. Have you had any experience(s) with this Board or the services it oversees?

I served on the Boulder Arts Commission from 2004 until 2009 and on a special City Task Force during the same period.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I served on a City Manager's Special Task Force to review proposals for the Washington School Redevelopment site on Broadway in 2008. This was a particularly contentious project. Even though my position was clear in the face of a split group I attempted to listen to all points of view and consider them against my own opinion. As a group we managed to maintain decorum and arrive at a presentable (but fragile) decision to present to Council.

4. List all potential conflicts of interest you might have with respect to the work of this board.

As an artist it is possible that I may be involved in a group project that would be seeking City support. If this situation were to occur, I would identify my involvement and recuse myself from any discussion or decision making by the board , or individual members, on this specific project.

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

Painting, sculpture, filmmaking and performing arts. I have a love and commitment to the full breadth of the arts and would consider each proposal independently, on its own merits and within the stated parameters of the given grant.

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?

- a) creation of more venue opportunities and expansion and broadening of existing venues.
- b) increase the number and scale of "challenge" grants which are directed towards development of new and innovative arts and events
- c) stage more public arts events in association with festivals and existing events as well dispersing more activities into newer and "art desert" parts of the community.

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

One thing that would help is to increase the number and kind of ethnically and culturally themed events and exhibitions throughout the community. Proactive pairing of multicultural national and international artist participants with local groups and artists could stimulate both more local awareness and participation.

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

Expansion of existing venues, including BMOCA should top the list. Creation of new and grass-roots oriented venues should also be included. Some portion of the money should also be applied to the physical city throughout, in the form of more standing-art in parks and public spaces and decorative art on otherwise unexceptional public structures and installations.

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

I believe this money should be placed into the general arts fund to support all of the above items here described and others as are already being supported.

From: [No Reply](#)
To: [Leatherwood, Heidi; jgeorgis96@gmail.com](mailto:jgeorgis96@gmail.com)
Subject: 1 | Arts Commission Application
Date: Monday, January 8, 2018 8:28:01 AM

1 | ARTS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Matt Chasansky (303) 441-4113

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

Name: John Georgis

Home Address:

1315 Cascade Avenue

BoulderCO80302
United States

Home Phone: (303) 378-2011
Mobile Phone: (303) 378-2011
Work Phone: (303) 378-2011

Email: jgeorgis96@gmail.com

Occupation:

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Mar 1993

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am the founder/owner of Banjo Billy's Bus Tours until I sold it in 2015. I understand what creative venues and content can do for my beloved city.

2. Have you had any experience(s) with this Board or the services it oversees?

None

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

As the owner of Banjo Billy's Bus Tours, I had two excellent employees that worked as a team on the bus as guide and driver. A personality conflict arose. After a long discussion with the driver over dinner, I found that the driver was envious that the guide was making all of the tips. The driver saw the guide counting what seemed to be hundreds of dollars after every tour. Due to the small denominations, it was usually around \$40. I also had a long discussion with the guide, I asked her not count her tips in front of the driver. She agreed. I then gave the guide \$100 and a blank thank you note and asked her to give it to the driver on their next shift. Their relationship flourished as the driver once again felt like she was part of a team. The money and thank you note was a way to show the driver that she was valued and heard by the person she was supporting.

4. List all potential conflicts of interest you might have with respect to the work of this board.

None.

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

Banjo Billy's Bus Tours is a mobile venue according to the City of Boulder. The tour is performance art. However, I love all disciplines.

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?

To build a community we need to interact with audience.

I participated in the Night Market inaugural year. Twenty independent groups each rented a box truck. Inside each box truck was an experience for one night. For example, there was a 50' trailer that had a Studio 54 dance club, a 24' trailer that a Nerf gun zombie shooting gallery another had tiki lounge. This was done on private land with no public funding. Over 500 people attended.

Innovation takes know-how. Sparkfun, a local Boulder business success story, is a tremendous resource that offers free classes. They have sponsored Meow Wolf and local artists such as Joel Swanson. Let's leverage these existing resources!

As for access, many local artists find the grant process to be cumbersome. Let's find a way to lower the bar for new artists. Speed dating for art grants.

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

I think we should leave that up to the artists.

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

Night market/Box truck this summer on 13th street or on the hill. Let's put interactive performance public art on Pearl Street other than buskers. Let's put a community dinner/monkey dance at Chautauqua Park to bring people together. Yes, a monkey dance is very fun and I would be happy to explain in an interview. Let's make art fun and experiential.

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

I would need to see what that 1% represents in actual dollars per year.

From: [No Reply](#)
To: [Leatherwood, Heidi; isaac@block1750.com](mailto:isaac@block1750.com)
Subject: Arts Commission Application
Date: Friday, February 16, 2018 2:41:26 PM

ARTS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Matt Chasansky (303) 441-4113

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Name: Isaac Lutz

Home Address:

3555 Broadway

BoulderCO80304
United States

Home Phone: (720) 298-0036

Mobile Phone: (720) 298-0036

Work Phone: (720) 298-0036

Email: isaac@block1750.com

Occupation:

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Dec 1984

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have been involved in and with the (street)dance and arts community for my entire adult life in Colorado and beyond. I have spent the last four years serving as a founder, board member, teacher, and co-director at Block 1750, a local community center here in Boulder. In addition to the daily tasks and decisions that come with running an arts-based community center, I have also served as a grant panelist with the Boulder County Arts Alliance, taught dance in several local middle and high schools and formed relationships with other arts & diversity organizations here in Boulder. I was born and raised in Boulder and have seen the city grow and change in the last 30 years. Now, as a small business owner and community organizer myself, I've experienced first-hand the challenges the city faces as it strives to keep the arts relevant, welcoming, affordable and thriving in the rapidly changing landscape. I also feel that I'll bring the fresh voices and ideas of the many young adults I work with on the daily basis to the board.

2. Have you had any experience(s) with this Board or the services it oversees?

I began attending the Boulder Arts Commission meetings in 2015, in hopes of learning more about their grant programs. In 2016, when the Small Organization Operational Grant funding became available, I co-wrote, defended and received one of the 10 grants awarded. Due to this grant, I have seen firsthand the empowerment and sustainability this Board and its services are able to foster within Boulder.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

Dealing with disagreement in a group setting is a daily occurrence at the organization that I help to run. At the Block, we advocate for and work hard towards building a cohesive community with members from all walks of life where different opinions are valued and respected. To that end - most of our community members have very differing ideas about the best way to achieve that goal. Some advocate for focusing more on our events, some want to focus on day to day operations, and there is always contention when figuring out how best to allocate our very limited funding. When you have so many invested members, something as simple as the right way to clean the studio every night can become a challenge. Over the years, I've found that one of the most important things to do when conflicts arise is to make sure there is an equal opportunity for everyone's voices to be heard. Ultimately it is not about being right all the time, what is most important is putting the focus on shared responsibility, and not doing what is simply best for yourself, but what is best for the people you are trying to serve.

4. List all potential conflicts of interest you might have with respect to the work of this board.

The Block is both my greatest qualification and conflict when it comes to the interests of this commission. I would happily recuse myself from matters where the Block could benefit over other organizations. The goal with the Block has always been to make Boulder and its surrounding areas better as a whole, not to consolidate resources. To that end - I feel that my experience at the Block would actually strengthen the positions and ideas I bring to the board, rather than detract from them.

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

Personally, the discipline that I have most consistently been engaged with for the past 15 years is (break) dancing. As a child I was passionate about sculpture, but it was not until I discovered dancing as a teenager, here in Boulder, through a free afterschool arts program, that I truly began to find myself. However, over the years I have also found that art, regardless of its form, is not an end in itself, but rather a means to an end. The true power of art lies in its ability to bring people together, to bridge the social and economic gaps that are so prevalent in our world today. I feel that this thread is at the heart of all true art forms. I believe that I will be able to advocate for the arts community as a whole because in my experience we all share the same goals.

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 believe the single greatest threat to the arts within our city's community is the ever increasing lack of diversity. Boulder is already an amazingly beautiful and innovative city, drawing top talent and very successful businesses and individuals from all over the world. However, with the influx of financial capital that comes with this type of growth, it is becoming increasingly difficult to survive within Boulder if you are not from a privileged background. I believe the only way to achieve the goals listed above is to do everything we can to keep current and future opportunities to engage in the arts accessible to people from all walks of life, both for the longtime current residents as well as newcomers looking to put down some roots.

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

I believe that art at its core does not arise from privilege and ease, but rather through some type of struggle and expression of that struggle. Institutions do not create art, individuals of all ages and backgrounds, looking for constructive no strings attached outlets create art. Perhaps we need to view art within our city in a different way. Instead of asking how can the city promote art, we should ask the question of what is pushing art away from the city. I have seen

firsthand how difficult it is for 'multi-cultural' or diverse groups to find a home within Boulder. Between its rising costs of living, 95% anglo-saxon demographics and lack of affordable housing, it's difficult for people of other cultures to even live here, let alone participate in the arts. I do believe that those people and organizations closest to the issue have the greatest ability to affect change. To that end - I'd advocate for a major focus on supporting local, ethnically diverse grassroots organizations in their efforts.

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

One of the biggest things we've discovered at the Block is that artists need physical spaces to practice their art. While \$600,000 won't drive down the overall cost of living in Boulder, it could do wonders for organizations looking to rent, use or open their own art spaces here in Boulder. We have so many co-working spaces and meet-up groups for tech company employees, why can't we do this for the arts? Additionally, I believe this money should also be used to support minority-led arts organizations and groups. We need their ideas and involvement now, more than ever. The focus of funding projects such as these should be in facilitating sustainable space and opportunities year round for artists from both inside and outside of Boulder, to come and fill them with their ideas and experiences, instead of just paying for the cost of actual one time arts projects and their implementation.

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

In the same way that Boulder protects its open spaces and mountain views, we should also protect our arts. Implementing 1% for the arts would be a fantastic way to do that. I would advocate that, at least initially, a large portion of that funding should go directly to supporting existing minority-led and diverse arts organizations, as their voices are dangerously underrepresented in Boulder right now. While traditional art forms are important, we need new outlets and ways to connect with these populations which are desperately needed in Boulder if we are to have a thriving Arts community. Art is a fantastic way to break down the barriers that traditionally keep us all apart. I'd also argue that in an age of increasing digitalization, we need human connection more than ever, especially for our youth. Again, art is incredible tool for achieving that. My hope would be to use those additional funds to find novel ways to get new mediums of the arts into schools, community centers, hospitals, youth detention centers and prisons, mental health and addiction treatment facilities and more, both inside and outside of the city itself. If we are able to use art to support, empower, and help heal those in our society that are most vulnerable and most at risk for slipping through the cracks, Boulder will be all the stronger for it.

From: [No Reply](#)
To: [Leatherwood, Heidi; fonthead1@gmail.com](mailto:fonthead1@gmail.com)
Subject: Arts Commission Application
Date: Thursday, January 25, 2018 12:05:06 PM

ARTS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Matt Chasansky (303) 441-4113

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

Name: Kathleen McCormick

Home Address:

3055 11th St

BoulderCO80304
United States

Home Phone: (303) 442-8020

Mobile Phone: (303) 817-2088

Work Phone: (303) 442-8020

Email: fonthead1@gmail.com

Occupation: Writer/editor

Place of Employment / Retired: Fountainhead Communications, LLC

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 1993

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Thank you for this opportunity to apply for the Boulder Arts Commission. I have been a member of the Boulder Arts Commission since September 2016, and I respectfully request City Council's support to continue my service with a full five-year term.

I understand the importance of arts and culture to the economic, environmental, and social aspects of creating a sustainable Boulder, and I believe I have shown I have the skills, experience, and commitment to make a valuable contribution to the Arts Commission. I support the goals and strategies of the Community Cultural Plan and I look forward to helping the city achieve the plan's vision.

As co-founder and principal of Fountainhead Communications, LLC, I've worked since 1995 as a writer, editor, and editorial consultant for nonprofit organizations, professional firms, and public agencies, with a focus on the design and development of livable, sustainable, and resilient communities. I've written many articles and special reports for the Urban Land Institute and the Lincoln Institute of Land Policy, as well as books, reports, and master plans for government agencies and nonprofits (these include the 2006 Parks and Recreation Master Plan for the City of Boulder). My professional affiliations include The Urban Land Institute and the ULI-Boulder Steering Committee (2009-present).

I previously was a journalist for 12 years (1981-1993) in Washington, D.C., working as an education reporter/editor, contributing editor for Preservation, and a senior editor at Garden Design. As a freelance writer, I've written for The New York Times, USA Today, Planning, Governing, Landscape Architecture, and other national publications, and have won several national awards for reporting and writing.

I earned a Masters degree with honors in Journalism at Boston University, a Bachelors degree with honors in English at Boston College, and studied at the School of Irish Studies in Dublin. I've been an instructor of Design Communications in the graduate program in architecture, landscape architecture, and planning at the University of Colorado-Denver, and instructor of Advanced Editing at Georgetown University. I'm also a certified Master Gardener.

My arts, education, and civic leadership in Boulder includes five years on the Board of Directors (currently President) for Cantabile, a Boulder-based community chorus. I was a cofounder, newsletter editor, and on the steering committee for Newlands Neighbors Association (1993-2003), and a member of Boulder Valley School District Parent Advisory Committee (2000-2003), Foothill Elementary School Improvement Team (1997-2007: Co-Chair and Principal Search Committee), and Centennial Middle School Leadership Team/PTO (2004-2010).

I've also volunteered for organizations including Boulder Food Rescue, the Emergency Family Assistance Association, Boulder Shelter for the Homeless, and Boulder High School Adalante Program. I've been an English teacher for Intercambio for the past two years, working every week with a student from Mexico.

I have experience with writing and reviewing grants; these include successful grants from the Science and Cultural Facilities District (SCFD) and for Foothills Elementary School. I also was a judge for several years for a national education reporting awards competition in Washington, D.C.

2. Have you had any experience(s) with this Board or the services it oversees?

I have been a member of the Boulder Arts Commission since September 2016, and I judged grant applications during the 2017 grants awards process. This involved reviewing hundreds of applications in eight categories over a period of six months.

I have represented the Arts Commission at many public events, such as the Arts + Culture's Cultural Organization Summits, the "24/7" arts organization presentations, the Jaipur Festival, as well as art openings and performances by grantees.

I voted to adopt the Americans for The Arts Statement on Cultural Equity to ensure that all people, including who have been historically under-represented based on race/ethnicity, age, ability, sexual orientation, gender, socioeconomic status, geography, citizenship status, or religion are represented in the development of arts policy and in the grants process. The commission is currently working on a new equity grant, and will engage with the Human Relations Commission and the community as we develop that.

I've written letters to City Council on behalf of the commission, and have served as commission liaison for the NoBo Art District Association and the Colorado Music Festival & Center for Musical Arts. I'm on the jury panel for the NoBo Public Art District public art selection process.

Before being selected for the commission by City Council, I participated in the Community Cultural Plan's "culture kitchen" activities and summit.

On behalf of my choral group Cantabile, I applied for a venue grant at the Boulder Public Library's Canyon Theater, so I understand what a City grant application process looks like from both sides.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I've been involved in numerous conflict situations in professional situations, on community boards, and as a BVSD parent advocate and school representative. I've found it helpful to ask clarifying questions and to invite participants to restate their thoughts and opinions, and then to try to find common ground.

I've found that "listening" circles are helpful for boards and for smaller-scale discussion in large public meetings. Everyone at the table has a minute or two to express their ideas and concerns about a specific issue; someone takes notes and recaps what we all "heard" and then mediates a discussion about areas of agreement and solutions for bridging the disagreement gaps. Or a facilitator (could be the chair or another skilled person from the group) records ideas and concerns for follow-up research and discussion.

I've also found physical movement helpful to create positive energy for group deliberations; brief stretching/movement breaks; and, if appropriate for the group, standing or walking meetings encourage fresh perspectives and solutions. Taking a few minutes to greet each other and talk over snacks before a meeting or during a break helps people relax, connect, and be more creative in discussions.

4. List all potential conflicts of interest you might have with respect to the work of this

board.

I'm familiar with the Boulder Revised Code rules regarding conflict of interest, and I believe I would have few conflicts. I would recuse myself from any decision involving "substantial interest." Depending on circumstances, that might involve a potential grant or other assistance for my chorus, Cantabile. I have a family membership to the Boulder Museum of Contemporary Art (BMoCA), and my husband contributed in our names to the Colorado Music Festival.

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

Since moving to Boulder 25 years ago, I've been involved continuously in Boulder's arts community, primarily with choral groups, but also through participation in a variety of arts organizations and events. My husband and I have raised two children (now 25 and 22) in Boulder, and I'm familiar with arts offerings for kids and families. I know a fair number of artists in Boulder across disciplines.

I have sung over several summers with the Colorado Music Festival, for 12 years with the Bach Festival chorus, for a year-plus with Ars Nova, and with several other choral groups in Boulder, including the Boulder Chorale. Before I moved to Boulder, I sang for for eight years with the Chorale Arts Society of Washington, the chorus for the Kennedy Center's National Symphony Orchestra, so I'm familiar with the joys and challenges of presenting compelling and successful arts programs in bigger cities as well as in Boulder.

I've attended the Jaipur Literature Festivals held in Boulder and was a guest delegate last year (which I loved). I've been an avid supporter of the Colorado Music Festival, Boulder International Film Festival, Boulder Philharmonic, KGNU, CU's Shakespeare Festival, the Fringe Festival, Open Studios, and NoBo First Friday gallery tours. I see most exhibits at BMoCA and many exhibits, performances, and films at the Dairy Center for the Arts. I attend arts events and visit venues in Denver—festivals, opera, the Denver Art Museum and the Museum of Contemporary Art--as well as concerts throughout the Boulder-Denver region. I also seek out arts and culture venues when I travel for work, family, or leisure, including in cities such as New York, Washington D.C., Boston, Philadelphia, Miami, Chicago, Seattle, San Francisco, and Los Angeles, as well as cities in Europe and Latin America.

I appreciate art in all its forms and would like to see the arts become a bigger part of the Boulder scene. I believe I'd give thoughtful consideration to the needs of the whole arts community and the wider Boulder 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?

For a city our size, we have an abundance of talented artists and (perpetually underfunded) community arts organizations. Taking cues from the Community Cultural Plan, which was adopted by City Council in 2015, the City should set community priorities and government strategies for expanding cultural offerings and the creative economy.

Two years ago in this application, I proposed some ideas, some of which I've been pleased to see realized with BAC grants. I suggest the following additional ideas.

A. to support the visual and performing arts in our community:

- Expand opportunities for innovation in the arts with mini and pop-up arts festivals that are free and open to the public. These could feature local and guest artists selected to perform and exhibit newer art forms, such as electronic music, hip-hop dance, digital art, slam poetry, multimedia shows, and other artistic expressions that showcase young people and different cultures.

- Support, brand, and market the NoBo Art District. Provide mini-grants to NoBo artists, and support an annual NoBo Art Festival or enhanced gallery tours. Include NoBo Art District information about artists's studios, art tours, events through the city's Arts + Culture and Convention and Visitors Bureau websites.

- Support the development of more affordable artist housing and studios to prevent "artist drift" from Boulder. Art should be considered a community benefit, and variances related to performance space and subsidized studios and housing allowed to help retain artists and grow arts and culture.

- Work with the business community to expand support for the arts through a business and arts alliance group including leaders like the Boulder Chamber, the Latino Chamber of Commerce, Social Venture Partners, and others. Collaborate with the Office of Economic Vitality and other city agencies to explore economic incentives and support for the arts among the creative sector.

- Partner with Boulder's nationally recognized arts organizations, such as the Colorado Music Festival, Boulder Philharmonic, eTown, and Shakespeare Festival to offer mini performances and/or mentoring (ie, master classes) for Boulder youth. This is already happening to some extent.

B. to encourage artistic innovation:

- Create artists-in-residence and artist-exchange programs that could bring in talented artists and innovative ideas from other U.S. or international cities by offering stipends to live, work, study, and create art. Likewise, offer Boulder artists grants/stipends to live and create in a different culture and bring back innovative ideas.

- Invite Techstars and local and national tech companies as art partners to demonstrate new technology in events that are combined with art, music, dance, film, and other art forms.

- Partner with the science institutions like the National Center for Atmospheric Research, Ball Aerospace, and CU to produce an experiential arts program around themes such as weather or space travel.

- Create a temporary digital art installation. Wow Boulder with a digital art show, like a scaled version of San Francisco's catalytic digital art project in which the Bay Bridge was outfitted with LED lights in an amazing computerized light show.

- Sponsor youth competitions in music composition and performance, theater, dance, and visual arts and crafts that link young people with opportunities to perform and display their work with local arts groups.

- Partner with organizations and events related to cycling, running, and other sports. Capitalize on the Thursday Night Cruiser Ride with a "bike-in movie series" (kudos to Denver) for cycling enthusiasts and others using alternative modes of transportation. Boulder Boulder attracts some 50,000 people to the city, and could provide multiple opportunities to showcase art and culture.

C. to increase awareness, participation, and access to the arts:

- Offer free public art and culture tours, supported by apps and digital maps.

- Create an arts information hub within the Arts + Culture office to function as a clearinghouse for artists, art and culture groups, venues, events, and arts achievements, education, and

funding opportunities.

-Increase access to information about arts and culture via Channel 8, city websites, and social media. Work with the Boulder County Arts Alliance and others to provide a comprehensive list of events and activities, accessible on the Arts + Culture website, linked to the Convention and Visitors Bureau. Work with the Boulder Camera, KGNU, KBCO, and other local and national media to publicize and present events, opportunities, and achievements.

-Organize a “Summer Nights” film festival, like the Boulder Outdoor Cinema, but free and open to the public at the Civic Center, Chautauqua, or a city/neighborhood park. Films could be screened outdoors weekly or over a weekend and feature a theme, a variety of genres, or work by local filmmakers.

-Celebrate with a “Light Festival” at the Civic Center, Chautauqua, Valmont, or other city park to showcase lighting art and multimedia music and light shows. This could expand on the Parks and Recreation Department’s recent exuberant and playful holiday light show in Central Park.

-Hold a “First Night” New Year’s celebration in the Civic Center or other downtown venue to celebrate the arts, music, holiday lighting, and community as a fun event for families and people of all ages.

-Schedule “Art Saturdays” at the Civic Center for local artists and craftspeople to show and sell their work at no charge on the Saturdays when the Farmer’s Market is open.

-Include a “mini Boulder Arts Festival” within the Jaipur Festival to extend a welcome to international visitors and showcase local writers, visual artists, and performers.

-Offer summer arts programs for elementary and middle-school school kids, expanding the Parks and Recreation department’s programs at rec centers and using the city and neighborhood parks.

-Install more art in the Civic Center and along the Boulder Creek Path. A “living wall” of water and/or plants, like installations in New York, Paris, and Madrid, would draw visitors, as would temporary outdoor exhibits and a renovated and enhanced Charles E. Haertling sculpture garden.

- Link with the University of Colorado and Naropa music, visual arts, theater, and dance programs to offer events and mini performances in Boulder’s public spaces. Collaborate to offer special classes and experiences for young artists, families, and seniors, as well as performances and exhibits through the Boulder Library Arts + Culture office and Parks and Recreation programs.

-Link the Boulder Valley School District to CU, Naropa, and others to enhance arts education.

-Partner with other public and private venues in Boulder, such as CU’s ATLAS, Grusin, and Museum spaces, eTown, the Boulder and Fox theaters, and other venues to provide free or low-cost space for artists to perform and exhibit.

-Bring the arts to seniors at senior centers, senior housing, and assisted-living facilities.

-Bring the arts, music, and cultural celebrations to places where people live, such as Boulder Housing Partners communities, mobile home communities, and neighborhood parks.

-Encourage community sing-alongs, like Boulder has on World Singing Day. Staged or pop-up sing-alongs on the Pearl Street Mall or at the Band Shell, Chautauqua, city parks, and other civic places, with local choral groups leading, would be healthy and fun events for people of all ages.

-Schedule more community dance parties. Boulder loves dancing at the Band on the Bricks, and more frequent staged or informal dance parties could encourage healthy fun activity for people of all ages. BAC has provided grants to local dance groups such as the Boulder Dance Coalition and more support would encourage free artistic expression for people of all ages.

-Offer bundled marketing, discounted membership opportunities, and free memberships for publicly subsidized arts venues, such as BMoCA and the Dairy.

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

The City could promote multicultural expression, diversity, inclusion, and participation in the arts by linking arts groups and individual artists with cultural groups through collaborations, partnerships, and funding opportunities. The City should reach out to different cultural groups to find out what they would like to experience and participate in.

As an Arts Commission member, I would continue to try to reach out to individuals and groups, for example, through our equity grant efforts. Other ideas:

- Create arts collaborations with social service agencies and community organizations, such as Boulder Housing Partners, Community Foundation, Meals on Wheels, Emergency Family Assistance Association, Family Learning Center, Attention Homes, Out Boulder, Intercambio, Boulder Food Rescue, and others.

- Invite residents of low-income housing to participate in the arts through programming at recreation and community centers, or bring mini programs to them. Bring Boulder's artists and art/culture groups into Boulder Housing Partners housing for education and arts events.

- Partner with cultural groups in Boulder to organize celebrations downtown and in other public places to showcase different cultures around holidays such as Cinco de Mayo and Dia de los Ninos.

- Expand Boulder's mural program. Cities such as Los Angeles have reached out to residents in the Latino community and other cultural groups with mural competitions and programs that transform blank city walls, bridges, and gathering spaces. The murals have drawn visitors, supported local businesses, and created identity and pride for these communities. The City has installed some murals on underpasses and along creek paths, but we could use more murals as temporary or permanent art and culture pieces.

- Organize a street-art festival. I've attended sidewalk art festivals in Denver with chalk artists creating street paintings with live music, dancing, and food trucks. I could see this happening at North Boulder, Valmont, or Carpenter Park, or in a blocked-off portion of East or West Pearl Street. The festival also could attract patrons for local restaurants and businesses.

- Re-introduce Ciclovía, a community event popular in cities around the world (and a couple times in Boulder) as a celebration of walking, biking, skating, and rolling. Ciclovía encourages art, dance, music, food, fitness, cultural expression, community, and carless transportation in the city center. This was a fun multicultural event in Boulder, and could be expanded with community partners.

- Require grant recipients to give back with outreach performances, exhibitions, and educational efforts within the Boulder community. Applicants for grants could indicate their target audiences, such as preschool or after-school/summer programs, senior centers, programs for people with disabilities, or low-income housing. The City's arts office could also maintain a clearinghouse of outreach opportunities.

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

I believe funding for public art should benefit the entire community. I'd like to see funding used to acquire, exhibit, and maintain public art throughout the city—in downtown and the civic core, in neighborhood parks, at rec centers and facilities, along multiuse paths, at transportation hubs, and so on—to delight people and provide a cultural context for our evolving city.

The Cultural Plan notes that social offerings and a sense that the community is open and welcoming are areas that need improvement; public art and arts/culture events, festivals, and performances can be used to create a sense of place that is more welcoming, attractive, thought-provoking, inspiring, and fun. I'd prefer to see funds distributed according to the Cultural Plan's priorities to sustain cultural organizations, support environments for artists and creative professionals, encourage civic dialogue, creative identity, and creativity in the public realm, and to enhance Boulder as a cultural destination. I appreciate what organizations that receive BAC grants are already doing to increase inclusiveness and promote dialogue (for example, I recently attended a very powerful Motus Theater-KGNU event at CU in honor of the Rev. Dr. Martin Luther King that featured Dominique Christina, a national slam poet champion).

Some ideas for spending public art funds:

- Invest in commissioning and maintaining more "permanent" art for public spaces. This can be expensive (the NoBo Public Art project has a budget of \$165,000), but helps create memorable and inspiring places. Murals could enhance lots of public places, including more underpasses and blank walls in public areas.
- Invest in a broad range of the arts, including temporary installations and performance art for public spaces like the Civic Center, Pearl Street Mall, libraries, rec centers, parks, University Hill, NoBo Art District, transportation hubs to create a sense of Boulder as a city committed to the arts and creative expression.
- Offer rent-free space for performing groups at public venues like the Canyon Theater. Rental costs and lack of available venues of different sizes (other than churches) are a perpetual issue for Boulder's many performing groups.
- Provide educational stipends, grants, scholarships, and/or internships in which students could work with professional artists to create public art.
- Provide arts organization grants to support paid internships for students and young professionals to create public art.
- Provide fellowships to individual artists to support Boulder-based public art and help keep (generally underpaid) artists in Boulder.
- Provide grants to encourage public neighborhood arts events, such as Mapleton's annual Porchfest.

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

One percent for the arts programs have been successful in many cities in the U.S. and Colorado, including Fort Collins, Loveland, and Denver. Boulder spends just over \$6 per person on cultural affairs, compared to an average of over \$33 in comparable cities. Arts and culture are an important part of Boulder's economy: With more than 130 cultural organizations are headquartered here, arts and culture provide a strong return on investment for the City, including a \$70 million business sector that produces \$4.6 million in local and state government revenues; 1,832 full-time equivalent jobs and \$47.6 million in household income to residents; \$35.5 million in annual impacts from nonprofit arts and cultural organizations that employ local people, purchase local goods and services, and attract tourists; and \$34.3 million leveraged in additional spending by cultural audiences via restaurants, hotels, retail stores, parking garages, and other local businesses. Boulder has a growing reputation as an artists' community, ranked No. 3 per capita among U.S. cities, after Santa Fe and Los Angeles, according to the National Endowment for the Arts. Art and culture also are

accelerators for the creative economy, which represents a large percentage of Boulder's economy and billions in sales.

As the Cultural Plan notes, we have some catch-up to do. A 1% for the arts program would create a sustainable funding stream for public art and arts grants, which would be critical to the future of arts and culture in Boulder. It might also allow the City to plan for longer-term investments, such as more performing arts spaces. A performing arts center, for example, is needed for larger performances and events and to provide more options for performing groups.

I'd also like to see more money invested in placemaking for the NoBo Art District, as a catalyst for supporting the arts community and creating a place that Boulder visitors will want to come.

I enjoy public art and culture on daily walks downtown, and I appreciate artistic expressions such as historic storytelling signage and urban artifacts at bus stops on Broadway and murals on the walls of underpasses (thanks to Public Works, Transportation, and other departments that devote a portion of their project funding for the arts). I'd like to see more places, including neighborhood parks and bus stops, benefit from the City's future arts and culture expenditures.

The Project for Public Spaces offers examples of funding sources and effective programs for municipalities, including public/private sector endeavors, percent and nonpercent-for-art programs, developer participation, and local funding sources. Percent-for-art ordinances can guarantee a funding stream for public art projects regardless of what happens to city budgets or arts funding. The policy also guarantees that public art projects are planned each year, as long as capital improvement projects are underway and municipal construction continues. Some cities use sales tax revenue or a portion of hotel/motel taxes for art. Others solicit private developer support for public art through incentives or as a "community benefit" mitigation involving a set-aside percentage of construction costs dedicated for public art in their projects. This could complement efforts to build affordable housing and studio spaces for artists.

Boulder Arts + Culture staff could look into alternatives for securing stable funding and present an analysis to the Arts Commission and City Council to determine the best 1 percent funding source scenario for Boulder. The City should then determine how funds will be distributed—through the Arts Commission or another City entity.

From: [No Reply](#)
To: [Leatherwood, Heidi; laurarich5@gmail.com](mailto:laurarich5@gmail.com)
Subject: Arts Commission Application
Date: Friday, February 16, 2018 9:45:09 AM

ARTS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Matt Chasansky (303) 441-4113

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.

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.

Name: Laura Rich

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Mobile Phone: (917) 545-7174

Work Phone: (917) 545-7174

Email: laurarich5@gmail.com

Occupation: Entrepreneur

Place of Employment / Retired: Media Mentors LLC

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 2010

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

- * Leadership training and positions at multinational companies in New York and California
- * Business ownership in Colorado, successful exit 2017
- * Board member, Rainbow Preschool in Boulder

2. Have you had any experience(s) with this Board or the services it oversees?

No

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

Conflict around compensation increases, varying views on wages increase v. benefits expansion. Concluded meeting with no resolution, planned to hold off-schedule meeting shortly thereafter, with each person getting three minutes to present their view, followed by 10 minutes group discussion then another vote. In the case of another tie, more senior members' votes would hold more weight. Fortunately the vote came out with a majority. :)

4. List all potential conflicts of interest you might have with respect to the work of this board.

None

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

- * Choral experience with major groups in New York and California
- * Semi-professional vocal training experience
- * Passionate fan of visual arts and theater

Arts are underfunded and under-appreciated. Generally speaking, all are due a voice. However, some areas, such as multicultural and education-focused, perhaps need more advocacy.

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?

A - Deliver grant funding to visual and performing arts groups. Actively seek real estate for development and exhibition/performance.

B - More funding and enable key collaborations.

C - Community events, among other things. Expand the idea of First Fridays to partner with venues that feature arts, such as cafes and breweries, and create art tours of these spaces featuring performing arts.

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

Partner with multicultural groups to develop arts programs according to their agenda

Create multicultural arts partnerships with schools

Create arts programs around holidays such as Dia de los Murtos

Host and promote performing and fine arts to and from multicultural communities

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

There are a number of groups that could benefit from funding, from the Dairy Center to a space for artists to produce and showcase their work. However, schools suffer from a lack of funding particularly around arts, and programs that bridge performing and fine arts' communities' needs with childhood education focus would be hugely beneficial for Boulder as a whole. It could also be a strategic longer term investment to set aside some of that funding for grant writers to raise more money for the arts.

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

Murals and public art are a natural for 1% for the arts, and more daily exposure to visual art is important for communities, particularly children. However, performing arts should not be overlooked. Boulder's performing arts' need for funding could be addressed in terms of space provided or better promotional efforts to drive more ticket buyers.

From: [No Reply](#)
To: [Leatherwood, Heidi; peggy@peggsands.com](mailto:peggy@peggsands.com)
Subject: Arts Commission Application
Date: Thursday, February 15, 2018 4:57:45 PM

ARTS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Matt Chasansky (303) 441-4113

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

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

Name: Peggy Sands

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Work Phone: (928) 301-5468

Email: peggy@peggsands.com

Occupation: Artist / Graphic Designer

Place of Employment / Retired: Self

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2013

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

BFA Rhode Island School of Design, Core Teacher, watercolor and drawing, Sedona Arts Center 2006-2012, Art Representative for numerous city councils on art, City of Sedona, Jury for Sedona Arts Festival

2. Have you had any experience(s) with this Board or the services it oversees?

No, except for applying for and executing public art opportunities

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

The last situation I was in was actually hilarious. I played telephone operator. It was a shared office, 2 of the people (we are 3) were furious with each other, the entire shared office was about to fall apart. The 3 of us sat down and I had them talk to me, not to the other person telling me their side of it, and I understood both sides, and then I simply repeated what I had heard to the other person. They were so charged they couldn't even hear each other. Afterwards one woman, who is in the communications field (which I didn't know at the time) told me I was amazing. I said "I didn't do anything, I just repeated to each of you what the other was saying."

It's all about listening and people feeling that they're being heard and their being respected. Cause neither of them was listening to the other.

Another situation was a newspaper office where the head of the office would go off on everyone. She was really abusive. We all sat down together with a brilliant therapist. People spoke about how her rages affected them. The abusive woman got to explain what she felt, her frustrations and how she would feel this rage coming up the back of her neck... and it would take over. She was totally out of control and felt really bad about her rages.

The therapist running the meeting suggested, very lovingly, and very straight: next time you feel it coming on how about you stand on a chair and yell: "it's coming, it's coming!" so everyone can be forewarned.

Everyone laughed, the woman somehow she got that it didn't need to take it all so seriously, her whole charge and isolation thing melted. She never abused anyone in the office again. Of course that was in Osho Commune where we had a very different set of values: personal growth, truth and seeing yourself was true north, not being right or holding onto power.

4. List all potential conflicts of interest you might have with respect to the work of this board.

If I apply for a public art project we're in conflict-of-interest-city. Either I simply can't apply for public art, or we'd have to come up with some kind of understanding from the get-go (maybe I apply under a pseudonym).

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

Fine arts. I would also be able to weigh in on dance, having been a modern dancer in NY and Boston; attending NYU School of the Arts Dance Dept for 1 year.

I would consider what is being presented. There are 2 fields I have a ton of experience, dance and fine arts, where I can make informed decisions. In other fields I don't have the same level of expertise, (although I have played flute since I was 9, sitting in with jazz bands in college, so I have a bit of experience there...) so I'd have to do some research.

What I don't know about I'd investigate, find people to talk to, try to get a general overview, connect with the people involved in that scene in the city to get an understanding of what they're in.

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?

Well the obvious is to make funds available to artists so they can do their work. There are a many amazing artists in Boulder (and everywhere) who simply can't afford to do their work because making a living consumes 90% of their time.

I'd suggest better community outreach in the form of a more comprehensive website, public art performances and awarding the big money grants to locals as much as possible. Most artists don't have time or funds to really pursue their work. They aren't considered for large projects because they don't have the experience on their resume. In my experience this is unfortunately how most artists are chosen for large public art pieces. Those with credentials get the job, those without credentials can't land big projects REGARDLESS OF THE QUALITY OF THEIR WORK because they don't have the credentials. Catch-22.

I have seen it again and again. Successful, professional artists are either supported financially by someone else, or have a spouse who's a marketer.

How about we try to level the playing field?

I'd create gatherings for artists. Support systems. Informal open studios for only other artists. Possible group crits.

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

It is always about the money.

Support multicultural expression?

Release funds to support this.

Have a quality group of people who actually have an in depth understanding of art responsible for the distribution of these funds.

You must understand that it is hard for people of any ethnicity to make it in this town; are they supposed to live on the street so they can do their art?

Host /exhibit/ show/ perform / encourage specific cultures to do their work.

City fairs: ie: a Latin fair, with dancing, arts, music...

I think the most important thing is for people to believe they can actually do something and be able to make a living at it. It's about giving hope before anything else. FLC is proof of this.

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

Support LOCAL artists, grants, funding, commissions.

Public art projects that use local artists.

Host events for artists to connect.

Subsidize artists studios/rehearsal spaces/materials.

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

I come from the artist side of things, fresh from the hermit kingdom of art.

I would love to brainstorm with people who come from a completely different viewpoint and background.

But my suggestions are:

Public art projects.

Artists grants that actually can make a difference.

Performance pieces.

Better communications on whats available and communication between artists.

What artists need to do their work is to be financially free for a period of time. You need to know you can explore something and still pay the rent for the next few months.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); kevin@elementproperties.com
Subject: Boulder Junction Access District Application
Date: Friday, February 16, 2018 4:43:06 PM

BOULDER JUNCTION ACCESS DISTRICT



Annual Application 2018

Date:

Staff Liaison: Molly Winter (303)413-7317

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.

Both commissions meet on the third Wednesday of the month in the 1777 West Conference Room from 4-6 pm, in the Municipal Building, 1777 Broadway.

Check the [district boundaries map](#) for district boundaries.

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

Name: Kevin Knapp

Home Address:

4720 Hancock Drive

BoulderCO80303
United States

Home Phone:

Mobile Phone:

Work Phone: (303) 327-9301

Email: kevin@elementproperties.com

Occupation: Real Estate

Place of Employment / Retired: Element Properties

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 2007

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

For the past 6 months, I've had the privilege to serve on the BJAD Parking Commission which has joint meetings with the BJAD-TDM Commission. Having participated in each meeting of this Commission since mid-2017 has allowed me to see the important role the TDM Commission has in the future of the Boulder Junction Access District.

Other than my recent work on this Parking Commission, I have a long history with Boulder Junction and the Transit Village Area Plan. In 2012 my work partners and I made our first investment in Boulder Junction acquiring the land of the former KBOL radio station. That was the first component of the land assemblage that would eventually become the SPARK project. Since the initial acquisition, I've spent many hours with the Transit Village Area Plan and worked for years with staff throughout city departments to implement its vision.

My background is in housing and I have an MBA degree from CU-Boulder. However, I anticipate the lengthy planning process for SPARK and my experience within Boulder and particularly within Boulder Junction will serve me as a BJAD Commissioner. My housing background will also ensure that the residents of the City's low-income housing assets have representation in the District.

2. Have you had any experience(s) with this Board or the services it oversees?

I have served as a Commissioner on the BJAD Parking Commission since mid-2017 which has joint meetings with the BJAD-TDM Board. Having attended all the most recent meetings of the TDM Commission has provided insight on the Board's function and knowledge of the upcoming challenges.

Additionally, in the planning of SPARK and the SPARK_west permanently affordable housing project I worked closely with city staff and Board liaisons to accomplish goals of the Access District and the TDM strategies outlined in TVAP.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

In all of the public meetings that were held for the SPARK project, only one member of the public appeared to speak against the proposed plans. This individual was a neighbor of the project living on the north side of Valmont Road who appeared at an initial Concept Hearing

to oppose the originally planned 4-story hotel planned for the south side of Valmont.

In the months following the Concept Meeting my partners and I met with the individual who opposed the proposed hotel and others within his small Owner's Association to understand their concerns. We agreed to explore alternatives that the neighbors could support. When SPARK returned to Planning Board for Site Review, the 4-story hotel was replaced with a 3-story affordable housing project with ground floor commercial and retail space to support the neighborhood. It was also revealed at that Site Review hearing that part of the commercial space had been committed to Community Cycles to help fulfill BJAD's TDM initiatives.

This conflict was settled through open dialogue and compromise. Both parties worked in good faith and with respect for each other. I expect future conflicts to arise during the build out of Boulder Junction. Respect for the existing residents, open dialogue and compromise are a few of the techniques that I'll continue to utilize.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I am a majority owner in the SPARK_west affordable housing project and will continue to be for at least the next 15 years. I also have a limited ownership stake in the remainder of the SPARK project. The position I'm seeking is limited to property owners or representatives which creates some inherent conflicts which this Board has always acknowledged and in my experience, it's always been dealt with appropriately.

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

I believe the TDM strategies identified in TVAP such as providing eco-passes, car share and bike share are a great start. Transit Oriented Development within the district could be furthered by leveraging the investments the City and RTD has made in Boulder Junction and FasTracks. The District needs to work with RTD to ensure that the bus trips from Depot Square are appropriately increased as additional development is completed and both daytime and nighttime populations increase.

I also believe that the District needs to remain flexible as the transportation world and the local options for alternative transportation continue to change. The options that will become available over the next five years are an extremely exciting aspect of this position. Ride-hailing services, self-driving vehicles and the increasing popularity of car share programs are just a few examples of how transportation is rapidly changing and will bring new possibilities to increase transit oriented development. I expect this transit revolution will bring new ideas and solutions that are impossible to identify today.

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

As a current Commissioner on the BJAD Parking Commission I've gained a better understanding of the connection between the City's Parking and TDM goals. In my opinion, better place making is possible when less land is contributed to the storage of vehicles. However, I also understand that most residents do own vehicles and do drive. If the City and the Boulder Junction District are going to be able to develop with limited parking it's important to utilize as many travel demand management options as possible to continue reducing SOV trips.

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?

Parking is a huge issue. In my experience on this Commission I see two major parking challenges that will need to be solved during the five-year appointment I'm applying for. The first is solving the parking access system in the Depot Square garage. For the TDM and parking goals of the District to be successful, Commissioners will need reliable parking monitoring and trip generation data. The current parking system in the Depot Square garage isn't providing this. It will be very difficult for the BJAD Parking Commission to make decisions on how much additional parking to invest in without knowing the demand and utilization of the spaces it already owns.

The District also needs to play a balancing act in determining how much parking to add in the future. In my opinion, the need for parking is going to be much reduced in the next ten years, especially in transit-oriented areas similar to Boulder Junction. Supplying an appropriate amount of parking to serve residents, employees and businesses in the interim without over investing in new spaces will be a difficult challenge. I believe the solution is developing the right mix of TDM to continue reducing the need for parking in the District and throughout the City.

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?

The District needs to continue to work with new developments to implement the goals of TVAP. Creating partnerships for common management of parking assets within the District to ensure the Shared Unbundled Managed and Paid (SUMP) parking strategy is enforced will achieve District priorities without having to invest in District owned parking. The District can instead focus on investing in additional TDM strategies in partnership with the District's property owners.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); kevin@elementproperties.com
Subject: Boulder Junction Advisory Parking Commission Application
Date: Friday, February 16, 2018 4:01:41 PM

BOULDER JUNCTION ADVISORY PARKING COMMISSION



Annual Application 2018

Date:

Staff Liaison: Molly Winter (303)413-7317

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Name: Kevin Knapp

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Home Phone:

Mobile Phone:

Work Phone: (303) 327-9301

Email: kevin@elementproperties.com

Occupation: Real Estate

Place of Employment / Retired: Element Properties

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 2007

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

For the past 6 months, I've had the privilege to serve on the BJAD Parking Commission and been able to experience how this Commission can contribute to the great place making and operations occurring in Boulder Junction. Just recently I was surprised to learn that my partial term expires in 2018 and I'd be honored to continue working on the ambitious goals that the BJAD Parking Commission set forth for 2018.

Other than my recent work on this Parking Commission, I have a long history with Boulder Junction and the Transit Village Area Plan. In 2012 my work partners and I made our first investment in Boulder Junction acquiring the land of the former KBOL radio station. That was the first component of the land assemblage that would eventually become the SPARK project. Since the initial acquisition, I've spent many hours with the Transit Village Area Plan and worked for years with staff throughout city departments to implement its vision.

My background is in housing and I have an MBA degree from CU-Boulder. However, I anticipate the lengthy planning process for SPARK and my experience within Boulder and particularly within Boulder Junction will serve me as a BJAD Commissioner. My housing background will also ensure that the residents of the City's low-income housing assets have representation in the District.

2. Have you had any experience(s) with this Board or the services it oversees?

I have served as a Commissioner on the BJAD Parking Commission since mid-2017. Additionally, in the planning of SPARK and the SPARK_west permanently affordable housing project I worked closely with city staff and Board liaisons to accomplish goals of the Access District and the parking strategies outlined in TVAP.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

In all of the public meetings that were held for the SPARK project, only one member of the public appeared to speak against the proposed plans. This individual was a neighbor of the

project living on the north side of Valmont Road who appeared at an initial Concept Hearing to oppose the originally planned 4-story hotel planned for the south side of Valmont.

In the months following the Concept Meeting my partners and I met with the individual who opposed the proposed hotel and others within his small Owner's Association to understand their concerns. We agreed to explore alternatives that the neighbors could support. When SPARK returned to Planning Board for Site Review, the 4-story hotel was replaced with a 3-story affordable housing project with ground floor commercial and retail space to support the neighborhood. It was also revealed at that Site Review hearing that part of the commercial space had been committed to Community Cycles to help fulfill BJAD's TDM initiatives.

This conflict was settled through open dialogue and compromise. Both parties worked in good faith and with respect for each other. I expect future conflicts to arise during the build out of Boulder Junction. Respect for the existing residents, open dialogue and compromise are a few of the techniques that I'll continue to utilize.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I am a majority owner in the SPARK_west affordable housing project and will continue to be for at least the next 15 years. I also have a limited ownership stake in the remainder of the SPARK project. The position I'm seeking is limited to property owners or representatives which creates some inherent conflicts which this Board has always acknowledged and in my experience it's always been dealt with appropriately.

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

I believe the TDM strategies identified in TVAP such as providing eco-passes, car share and bike share are a great start. Transit Oriented Development within the district could be furthered by leveraging the investments the City and RTD has made in Boulder Junction and FasTracks. The District needs to work with RTD to ensure that the bus trips from Depot Square are appropriately increased as additional development is completed and both daytime and nighttime populations increase.

I also believe that the District needs to remain flexible as the transportation world and the local options for alternative transportation continue to change. The options that will become available over the next five years are an extremely exciting aspect of this position. Ride-hailing services, self-driving vehicles and the increasing popularity of car share programs are just a few examples of how transportation is rapidly changing and will bring new possibilities to increase transit oriented development. I expect this transit revolution will bring new ideas and solutions that are impossible to identify today.

6. What is the relationship between the parking and travel demand management programs in making Boulder?

As a Commissioner on the BJAD Parking Commission I've gained a better understanding of the connection between the City's Parking and TDM goals. In my opinion, better place making is possible when less land is contributed to the storage of vehicles. However, I also understand that most residents do own vehicles and do drive. If the City and the Boulder Junction District are going to be able to develop with limited parking it's important to utilize as many transportation demand management options as possible to continue reducing SOV trips.

7. What are the challenges that you foresee in the development of Boulder Junction?

Parking is a huge issue. In my experience on this Commission I see two major parking challenges that will need to be solved during the five-year appointment I'm applying for. The first is solving the parking access system in the Depot Square garage. For the TDM and parking goals of the District to be successful, Commissioners will need reliable parking monitoring and trip generation data. The current parking system in the Depot Square garage isn't providing this. It will be very difficult for the BJAD Parking Commission to make decisions on how much additional parking to invest in without knowing the demand and utilization of the spaces it already owns.

The District also needs to play a balancing act in determining how much parking to add in the future. In my opinion, the need for parking is going to be much reduced over the next ten years, especially in transit-oriented areas similar to Boulder Junction. Supplying an appropriate amount of parking to serve residents, employees and businesses in the interim without over investing in new spaces will be a difficult challenge.

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?

The District needs to continue to work with new developments to implement the goals of TVAP. Creating partnerships for common management of parking assets within the District to ensure the Shared Unbundled Managed and Paid (SUMP) parking strategy is enforced will achieve District priorities without having to invest in District owned parking.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); darren.kelly2@gmail.com
Subject: Beverage Licensing Authority Application
Date: Thursday, January 11, 2018 11:51:01 AM

BEVERAGE LICENSING AUTHORITY



Annual Application 2018

Date:

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

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.

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.

Name: Darren Kelly

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Work Phone: (303) 641-3366

Email: darren.kelly2@gmail.com

Occupation: Private Investor

Place of Employment / Retired: Southern Sun Angel Capital

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2008

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a successful local entrepreneur and investor who is active in the Boulder community with children attending Summit and Bear Creek.

I am a volunteer for numerous community organizations, including Junior Achievement, Boulder Bison Hockey Club, Delta Kappa Epsilon fraternity and others.

I founded a Boulder-based angel capital group (Southern Sun Angel Capital) and am a private investor in nearly a dozen local Boulder startup companies, including companies that have come out of CU's New Venture program.

I am an investor in an Arryved, a brewery point of sale software company.

More information about me can be found here:
www.linkedin.com/in/darrenkelly
www.southernsunangelcapital.com has a full list

I was fortunate to excel in school, and held numerous student government and leadership positions during that time. I earned a B. Commerce from the University of Alberta (1991) and an MBA from Harvard Business School (1997). I am also a Chartered Financial Analyst (CFA).

2. Have you had any experience(s) with this Board or the services it oversees?

My interest was sparked 3 years ago when my college fraternity asked me to help a group of young men at CU start a fraternity chapter in Boulder. As part of that process, I learned about the issues on the Hill related to alcohol and safety. As my wife says, if I'm crazy enough to help start a fraternity chapter and put my personal reputation and liability on the line, I should be willing to judge others who are serving alcohol to much of that same community of young people. The goal is to keep everyone in our community safe while respecting people's liberty within the law.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

Over 30 years in business, I have served on numerous Boards, including public company Boards, with a variety of personalities and interests. I am an experienced negotiator and consensus builder. For example, I helped a group of young Americans found and create a system of health centers in Kenya (Penda Health) which is currently operating 6 clinics in Nairobi, and a plan to open 200 more in the coming years. This effort required masterful

consensus-building across languages, cultures and time-zones.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Investor in private company, Arryved, which provides retail Point of Sale software to breweries, including some local breweries in Boulder. I would expect to recuse myself from decisions related to any of these retail outlets.

5. Please disclose any personal, business, or friends or family connections to the liquor industry that you may have?

None

6. 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.

Enforce the law as written.

Make recommendations to community stakeholders to optimize the interactions between establishments serving alcohol and the surrounding community.

Promote safe consumption.

I have used alcohol my entire adult life and am a libertarian at heart. I have no problem with the sale and use of liquor in our community.

7. 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 think there is an odd mixed message between the legal drinking age and the actual enforcement by Boulder police, especially with the introduction of legal cannabis into our community. We should decide, as a community, where we want our police to focus resources. IMHO, that focus should be on safety to reduce accidental harms arising from excessive alcohol use, including sickness, violence and sexual violence, especially with inexperienced younger drinkers.

8. 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 point to the law, and show how the decision balanced personal rights with safety and community impact.

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

Neighbors have legal rights related to noise, trespass and zoning (and probably more that I am not aware of...yet). I am a novice today, but am a quick study. I have written over 200 commercial contracts, often writing the draft and then working with attorneys. I'm confident I can come up to speed to be an honest and neutral arbiter in these cases.

From: [No Reply](#)
To: [Leatherwood, Heidi; kmahoney38@comcast.net](mailto:kmahoney38@comcast.net)
Subject: Beverage Licensing Authority Application
Date: Thursday, January 11, 2018 12:12:24 PM

BEVERAGE LICENSING AUTHORITY



Annual Application 2018

Date:

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

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

Name: Kevin Mahoney

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2705 Juilliard St

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United States

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Mobile Phone: (720) 839-3540

Work Phone:

Email: kmahoney38@comcast.net

Occupation:

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 1995

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

My career has predominantly been in the hospitality and real estate industries. I have a BS in Hotel Administration, have served on a franchise advisory board for Marriott Hotels & Resorts and served as President of an industry association (HAMA:Hotel Asset Managers Assoc.) Most recently I was the Chief Operating Officer for a nationally recognized developer, operator and owner of hotels located throughout the U.S. As COO for my former employer I was responsible for attending initial liquor license hearings, addressing matters of compliance and executing license agreements/documents. I was also directly involved with the oversight of company beverage policies and training nationwide (+/- 8 states including Colorado). Prior to being COO for Stonebridge Companies I was the Executive Director of Hotel Investments for a real estate investment company with significant food and beverage revenues in major markets throughout the United States with responsibility of insuring third party management companies were compliant with varying liquor regulations and negotiating all associated legal documents pertaining to liquor/beverage.

2. Have you had any experience(s) with this Board or the services it oversees?

I have not had any direct experience with the City of Boulder BLA.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have been involved with multiple points of differences within working groups/committees throughout my career. Typical examples have included matters of personnel, operating policy, capital planning, financial partners and lenders, and capital allocation. For example; annual budgeting; prioritizing company and stand alone property initiatives; establishing operating standards and direct engagement in dispute resolution (i.e. mediation and arbitration hearings). I have always found that listening first to all varying stakeholders issues, getting the fact base and reviewing governing documents must be adhered to prior to providing an opinion or taking a position on resolution. As a former COO a significant amount of my time was spent on matters of policy and varying recommendations among stakeholders.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Although not a conflict - for 9 plus years I was the Chief Operating Officer for Stonebridge Companies, a hotel developer, owner and operator of hotels located throughout the United States. Stonebridge is the operator of the soon to open Residence Inn as well as operator of the

existing Marriott Hotel, both located within Boulder. I see no issues regarding this past association.

5. Please disclose any personal, business, or friends or family connections to the liquor industry that you may have?

None

6. 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 issues with the use and sale of alcohol. The role of the BLA is to provide rulings on the granting of initial applications, renewals, potential suspensions/terminations of beverage licenses in accordance with defined governing policy/regulations of the City of Boulder/State of Colorado.

7. 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.

A college community adds a significant layer of complexity to matters of alcohol. Challenges with respect to Boulder specifically, I believe, include but are not limited to excessive drinking, underage drinking, training of service workers (i.e. wait staff, retail clerks). Although not directly a matter for the BLA - the education of relevant stakeholder participants in the mid-to-longer term impacts of alcohol drinking needs to be addressed -particularly for the young adults attending CU or in the community at large. The sale and service of alcohol can be a profitable enterprise and the BLA must also recognize and balance the "need" for additional establishments and "desires" of the community and the social responsibility associated with a college based environment.

8. 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?

A Board decision should be based upon an established fact base and defined City/State governance. I would have no problem defending decisions made by the Board by first clarifying and explaining the fact base and associated governance to those not agreeing with a board decision. I would have no concerns with further explaining what corrective actions could potentially be taken to rectify such decision (if applicable). As stated by the City - having a liquor license is a privilege, not a right.

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

Granting a beverage license is principally based on the "needs and desires" of a particular neighborhood, the geography/demographics of which can vary throughout the City of Boulder. Needs and desires are established by canvassing and collecting market data within the defined market area and reviewing petitions (for and against) and making decisions based upon the data collected by an independent party. There are other guiding principles used in determining the granting of a license application that also must be considered (i.e. moral character of applicant, past practices of applicant, financial capacity, training practices).

I do have a strong knowledge of the legal understanding and application process associated with beverage licensing having been the responsible party for applying for liquor licenses, attending application hearings in multiple states including the state of Colorado (Denver, Aurora, Glenwood Springs, Loveland) and responding to matters of compliance. I've been a signatory on beverage related documents and applications and have negotiated many liquor related agreements throughout my career in the hospitality industry. I have a practice of reading all the fine print words of a document. I also have a strong knowledge of entity structures and financing - so that one can quickly define who the relevant responsible parties might ultimately be.

From: [No Reply](#)
To: [Leatherwood, Heidi; cidre@comcast.net](mailto:cidre@comcast.net)
Subject: Beverage Licensing Authority Application
Date: Saturday, January 20, 2018 4:00:08 PM

BEVERAGE LICENSING AUTHORITY



Annual Application 2018

Date:

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

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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.

Name: David Timken

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BoulderCO80304

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Mobile Phone: (303) 817-2077

Work Phone: (303) 442-5780

Email: cidre@comcast.net

Occupation: Research Psychologist

Place of Employment / Retired: Center for Impaired Driving Research and Evaluation

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 1960

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have two graduate degrees in psychology including a doctorate, and am trained as a clinician as well as a researcher. I am the founder and Director and Principal Research Scientist of the Center for Impaired Driving Research and Evaluation, have over 52 years experience in the alcohol and other drug field, have served on numerous task forces and have over 70 publications in my field. I served over eight years as a Colorado Department of Revenue, Motor Vehicle Division Hearing Officer, and conducted hearings to determine restraint actions on drivers, vehicle repair shops and motor vehicle dealers. I serve as the Research Representative on the Colorado Task Force on Drunk and Impaired Driving, and am a member of professional organizations including: The International Council on Alcohol, Drugs and Traffic Safety, the Research Society on Alcohol, the American Counseling Association, the Transportation Research Board, the Society of Addiction Professionals, Division 50 of the American Psychological Association and the International Motivational Interviewing Network of Trainers.

2. Have you had any experience(s) with this Board or the services it oversees?

I am currently the Chair of the Beverage Licensing Authority (BLA) and served as Vice-Chair for several years. Prior to my BLA appointment, I attended a meeting of the group and was a follower of BLA activities.. I communicate with the BLA support staff as needed and confer with the City Attorney's staff member assigned to the BLA as needed and upon her request.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have been involved in numerous group situations including BLA meetings where disagreements have arisen. A non-BLA example involved specifying the length of stay and intensity of a new treatment approach for DUI offenders. My co-developer and I did not agree with the positions taken by representatives of two State agencies and therefore had to resolve the matter prior to agreeing to a contract. We resolved the problem by carefully listening to the other positions, presenting pros and cons and adopting a "win-win" approach. The process was lengthy and intense but was conducted with respect for the other opinions and resulted in a compromise that could be defended from a research perspective as well as a legal and pragmatic one.

The most effective approaches in reaching the agreement in the above example were the willingness to listen, being respectful, understanding the other positions and willingness to compromise.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not think there are any actual conflicts of interest; however, some may have the perception that there is indeed a problem due to my profession. This, assuredly, is incorrect.

BLA members who have either a real or perceived conflict of interest should recuse themselves in the cases in question or resign if the conflict(s) is/are of significant magnitude.

5. Please disclose any personal, business, or friends or family connections to the liquor industry that you may have?

None

6. 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 BLA is to serve the good of the city in terms of public health and safety. This must be applied to all neighborhoods and meet the needs of the public as well as individuals. The role involves hearing and ruling upon matters involving State and the City of Boulder violations of liquor laws, applications for new and renewal, transfers of liquor licenses and applications for modifications of premises serving beverage alcohol.

I have no problem concerning the use and sale of beverages containing alcohol. I do have problems when the use and sale and/or is not legal.

7. 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.

Binge drinking, over-service, underage drinking. DWI and other alcohol related crimes are all great challenges. The greater public health and safety approach that I brought to the BLA needs to be continued. The BLA role is not to favor the establishment owners or various neighborhoods but to determine whether a license should be issued, restrained or denied. This is in the best interest of all, in terms of public health and safety, along with whether the issuance of a license is needed by the public in the applicable neighborhood.

8. 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 explain and defend by stating verbally and/or in writing that the action was based in law and the related rules and regulations in terms of the evidence presented.

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

Neighborhoods must be considered as a whole. In this context, needs are confined to the sale of beverages containing alcohol to adults and the desires/wants of the applicant/license holder do not apply. Applicants have to be able to demonstrate that there are not establishments in the neighborhood to meet the "drinking needs" of the neighborhood. Desires are a much broader focus and can be based on anything other than being against alcohol. The matter of public health and safety must be considered in weighing needs and desires.

Legal Understanding. All BLA testimony is given under oath. Respondents have the right to legal counsel. Rules of evidence and proof and procedure requirements shall conform to those in non-injury civil cases where practicable. However, in some cases, some evidence not usually admissible may be considered to assist in ascertaining facts if there is probative value accepted by reasonable and prudent people.

My nearly five years of serving on the BLA including holding both the Chair and Vice-Chairmanships has led me to have a thorough legal understanding of the BLA processes. I know how to conduct all of the various types of hearings that are the responsibility of the BLA, and when needed to seek advice from the City Attorney representing the BLA.

From: [No Reply](#)
To: [Leatherwood, Heidi; rory.bilo@gmail.com](mailto:rory.bilo@gmail.com)
Subject: Board of Zoning Adjustment Application
Date: Friday, February 16, 2018 3:24:40 PM

BOARD OF ZONING ADJUSTMENT



Annual Application 2018

Date:

Staff Liaison: Brian Holmes (303)441-3212

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.

Meetings are held the second Thursday of the month at 5 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.

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Work Phone:

Email: rory.bilo@gmail.com

Occupation: Architect

Place of Employment / Retired: Surround Architecture Inc.

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Feb 2015

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a licensed, registered, and practicing Architect with credentials that include the American Institute of Architects membership and National Council of Architectural Registration Boards certification. I have lived and practiced in a variety of community sizes and types, working on various project types throughout my career, including Civic, Public, Commercial and Residential projects. In addition to Architecture, I've received a certificate from both the National Outdoor Leadership School and the University of Oregon for outdoor pursuits leadership. These skills involve risk management, group communication, planning, and conflict resolution. The experiences related to these activities continues to prove relevant in both my personal and professional endeavors.

2. Have you had any experience(s) with this Board or the services it oversees?

No.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I currently sit on the Board of Directors for the HOA where I live. It is not uncommon for the 3 board members to disagree on items related to finances. In particular, we have opposing views on what the HOA's financial responsibilities are to the built infrastructure. The disagreements revolve around personal opinion as to the definition of "common elements" and my suggestion has been to review and interpret quite literally the language in our governing documents. This offers a non-biased approach to at least starting the discussion.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Currently practicing Architecture in Boulder on a variety of project types.

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?

It would seem the greatest challenge is to honor the intent of the written and approved planning and zoning codes, but not to be black & white so as to allow for creative interpretations and/or exceptions/variances that promote good, beautiful, healthy design contributions to the community.

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

Hardships, Creativity, Community Impact.

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

Variances set precedents. Precedents can lead to bad executions of a similar idea in a different situation. Ultimately variances help break-down the overly regular and uniform development standards and create a more organic development opportunity that is more consistent with historical communities in the mountain west region, but if variances are overly generous in the permitting, a break down of the fundamental goals of the planning and zoning can be the result.

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 like to believe all parties input and arguments would be heard, considered, and discussed. Staff clearly has a commitment to their work, but it's not an unwavering trust in their opinions and recommendations, instead a fair and dutiful review of the issues at hand.

From: [No Reply](#)
To: [Leatherwood, Heidi; rudd1010@gmail.com](mailto:rudd1010@gmail.com)
Subject: Board of Zoning Adjustment Application
Date: Tuesday, January 23, 2018 5:26:28 PM

BOARD OF ZONING ADJUSTMENT



Annual Application 2018

Date:

Staff Liaison: Brian Holmes (303)441-3212

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.

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

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Occupation: Architect

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 1980

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Licensed and skilled architect with over 30 years of experience in Boulder; 25 years with my own firm. During this time I learned how to understand the planning and zoning ordinances. I learned how to work with review boards and city staff to achieve equitable solutions.

In my time as an architect I not only worked with zoning issues in Boulder, but also throughout the United States and abroad. Zoning and planning issues influenced each project, no matter the size. This experience is invaluable when one is reviewing the viability of any project

From 2011 thru 2017 I worked with the State of Colorado Governor's Office of Information Technology as a liason to the 64 Colorado counties and State Agencies. This office is charged with developing and maintaining computing systems for all State offices. In this role I mediated and translated policy around the use of technology. My ability to be "the translator" gave me a unique position as a problem solver. My experience also gave me a deep insight into the role of statutes and ordinances in working toward the public good.

In addition I have worked with the following citizen organizations:

PLAN Boulder County, Board of Trustees
Boulder Neighborhood Association
City of Boulder Block Grant Development Committee
City of Boulder Neighborhood Traffic Mitigation Committee
City of Boulder Community Design Workshop
City of Boulder Downtown Design Advisory Board
City of Boulder Board of Zoning Adjustments
9th Street & University Hill Steering Committee, Vice Chair
City of Boulder Neighborhood Design Guidelines Committee
City of Louisville Industrial Design Guidelines Steering Committee
Thorne Ecological Institute, Board of Trustees Chair & Treasurer
United Way Executive, Board Chair

2. Have you had any experience(s) with this Board or the services it oversees?

As noted above: I spent over 30 years working with issues around zoning and planning in Boulder. Due to my understanding of the ordinances and ability to build in compromise positions very few of my projects required presentation to the BOZA. I presented several

projects before the Planning Board and City Council. I do remember being treated with respect and tried implement that respect when I served on BOZA.

I served in an abbreviated two-year position on BOZA. My experience as a board member included deep respect for fellow board members. Although we did not review many cases during that time period, each member was engaged. My misgiving around that time was that some BOZA members would not "do the homework" required of the position and the nature of decision-making process. I like to walk into a situation with as much information 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.

During one of my commercial architectural projects the owner, my client, accused the contractor of submitting false requests for payment and threatened to sue the contractor. My first move was to review the contract and consult with an attorney to insure I had a good understanding of the issues. I then set up a meeting that included the financial teams from both entities. In the end, both parties were "very close" and we then inserted contract addenda clarifying the payment process.

In this situation is was vitally important that I spell out my neutrality, as required by statute, in the disagreement. "Doing the homework" and asking for legal counsel gave me a clear understanding of the basis of the issue.

4. List all potential conflicts of interest you might have with respect to the work of this board.

If past clients come before the board I will, most likely, recuse myself.

One good thing about being retired is that I no longer have clients, per se. So I am less likely to be in the position of needing to recuse myself or be influenced by business considerations.

I am politically independent and do not consider myself an ideologue.

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?

Broad challenges include the need to regulate and provide clear governance for projects that represent a departure from and deviation to current urban planning criteria, zoning ordinances, the Boulder Valley Comprehensive Plan, and Inter-Agency agreements with Boulder County

Another challenge is to need to rebuild and regain the trust of the residents in neighborhoods affected by variance requests and zoning departures. The response to this challenge can include working more closely with neighborhoods

Specifically, I see issues surrounding the development of University Hill may present major

challenges as the area re-develops.

I also see challenges associated with increased densities in existing neighborhoods.

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

1. What is the current zoning and what is the zoning history of the property/neighborhood?
2. Is the request for height, area, or use variance?
3. Is the request related to a "hardship" or a difficult physical condition of the site? Has the appellant met a burden of proof supporting their viewpoint?
4. What effect on the "public good" will the request have? Is the request consistent with the general intent and purpose of the zoning regulations?
5. What is the opinion and case of the adjacent property owners? Is their case validly stated? Do they meet the requirements for providing a burden of proof.
6. What are the potential long-term effects of providing a variance?
7. What public benefit might be derived by providing a 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 there are issues on several levels regarding impacts of variances:

From the standpoint of neighborhood residents - they can feel betrayed by variances perceived to cater to a special interests. Neighborhood residents feel their concerns become secondary or even tertiary to special interests or legislation.

Some residents feel some variances will increase density, parking, noise disturbances, etc. will degrade their neighborhood and, thereby, degrade their personal lives.

I personally believe the cumulative effects of variances have the potential to be both negative and positive. The history of several neighborhoods points to negative effects of multiple variances and zoning relaxations. Every variance has multiple effects and should be considered in light of the overall long-term potentials.

I am a strong believer in the positive effects of harmonious neighborhoods and the role of zoning and architecture in maintaining or developing that harmony.

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

I have learned that I am a bit of a technocrat in that I believe process and governance generally veers toward the common good, but also needs to be tweaked once-in-a-while. Inevitably, not all projects will fit within a technocratic box.

I see the planning staff as technocrats and expect them to be knowledgeable about policy and statutes. I believe they honestly pursue the dictates of their positions. I see planning staff as a sounding board made up of really smart folks.

But I am not enough of a technocrat to believe that all issues can fit neatly into a policy box. Inevitably some projects will need close viewing and an alternative view. Residents will bring a humanizing effect to this technocracy. This humanizing effect will, ultimately, lead to a more humane process of governance.

Having served on review boards and committees I must say that my first step toward any decision would be tempered by an equitable and non-biased view of the situation.

From: [No Reply](#)
To: [Leatherwood, Heidi; dschafer@mac.com](mailto:dschafer@mac.com)
Subject: Board of Zoning Adjustment Application
Date: Sunday, January 28, 2018 7:38:54 PM

BOARD OF ZONING ADJUSTMENT



Annual Application 2018

Date:

Staff Liaison: Brian Holmes (303)441-3212

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.

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

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Occupation: Architect

Place of Employment / Retired: OZ

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jun 1992

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a practicing architect, have done work in the city, and am on the board of directors for my firm, and my bicycle racing team.

2. Have you had any experience(s) with this Board or the services it oversees?

I have been on BOZA for 5 years

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I try to see all sides of the argument, and work to bring the parties to consensus. This is something I do regularly, whether it be on a construction site, or making decisions that affect the direction of my firm.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I have no conflicts of interest, but have had to recuse myself a few times over my last term due to cases being presented by architects who are friends of mine.

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?

maybe a bit more staff empowerment to allow certain variances without the applicant to have to come before the board?

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

The primary criteria outlined in the BOZA variance criteria are the basis for variances.

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

Variances may be granted if a single lot has unusual circumstances that are not common to the neighborhood, that is creating a hardship. IF unusual circumstances don't exist, it is hard to justify a variance. Offering variances consistently in a given neighborhood will cause the neighborhood to evolve into a less consistent environment, and if too many of these deviations are permitted, it could degrade the quality and livability of the neighborhood

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

Staff has great feedback, and a solid understanding of the codes, so their opinion is important. I also, however, like to understand the applicant perspective, as well.

From: [No Reply](#)
To: [Leatherwood, Heidi; hazardcon@aol.com](mailto:hazardcon@aol.com)
Subject: Colorado Chautauqua Association Application
Date: Monday, February 5, 2018 5:26:58 PM

COLORADO CHAUTAUQUA ASSOCIATION



Annual Application 2018

Date:

Staff Liaison: Andrea McGimsey, CCA Executive Director

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.

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.

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Occupation: Real Estate Development Manager

Place of Employment / Retired: Real Capital Solutions

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Previous Executive Board Member of State Preservation Board for State of North Carolina; trained as architect, landscape architect and historic preservationist; Advisory Board Member for Biltmore Estate in Asheville NC; member of Urban Land Institute; former Chairman of Downtown Commission (Development and Design Guideline oversight) for City of Asheville, NC.

2. Have you had any experience(s) with this Board or the services it oversees?

I am currently an adjunct member of the Buildings and Grounds Committee for CCA and was unsuccessful in obtaining a full Board membership in last Fall's elections.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

A specific situation arose where an immediate response was needed on an action item that might, or might not, have long-term consequences to the physical attributes of a particular site issue. Some members of the group- long term members- had become passionate about the property and its history and were adamant and not thinking rationally about the discussion. While it was finally resolved to everyone's satisfaction, the members of both sides of the discussion had to first, understand the positions of the other side in order to compromise.

4. List all potential conflicts of interest you might have with respect to the work of this board.

None, other than since I am a neighbor, it might cause conflicts due to the fact that I think as an "outsider" to the CCA and this is sometimes disconcerting to certain members of the B&G Committee, cut in the end, generally lends itself to some positive dialogue and discourse.

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

Aging infrastructure, parking and expanding programming for more year-round revenue.

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

Cultural history, economic development, entertainment and open space preservation. I firmly believe that a stronger role in discourse and programming- similar to the Aspen Institute "think tank" would serve the community much better.

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?

Upgrading facilities to current codes and sustainability, while recognizing the difficulty of maintaining integrity of historical structures. Limitations on extending, or expanding economic vitality of Chautauqua as a cultural resource for the community are all based on access- physical limitations to expanded programming. Continue studies on parking and traffic demand management programs would serve all parties, since hospitality is limited on the grounds and both the city and CCA would benefit from a more collaborative sharing of facilities.

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?

My strengths are in the whole- understanding and grasping all facets and special interests, weighing the values- short and long term, prioritizing asset management issues, while understanding the overall strategic goals and objectives of both CCA and the City of Boulder.

From: [No Reply](#)
To: [Leatherwood, Heidi; swaring@dietzedavis.com](mailto:swaring@dietzedavis.com)
Subject: Colorado Chautauqua Association Application
Date: Tuesday, February 6, 2018 8:10:19 AM

COLORADO CHAUTAUQUA ASSOCIATION



Annual Application 2018

Date:

Staff Liaison: Andrea McGimsey, CCA Executive Director

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

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Email: swaring@dietzedavis.com

Occupation: Lawyer

Place of Employment / Retired: Dietze and Davis P.C.

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Feb 1967

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

1979 J. D. University of Colorado

1973 B.A. University of Colorado

38 Years in private practice as an attorney specializing in Water Law, including 16 years in Boulder.

Resident of Chautauqua neighborhood.

Service on other local nonprofit boards.

Former President of Boulder County Bar Association.

2. Have you had any experience(s) with this Board or the services it oversees?

Many years of hiking on trails in Chautauqua.

Attendance at numerous music, film and cultural events at Chautauqua.

Creative approach to problem solving.

I would be thrilled to have the opportunity to assist in furthering the goals and mission of the organization.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

While I was in a leadership position in one of my former nonprofit boards, I had to mediate a growing conflict between the long-serving executive director and a faction of the Board. It was important to make sure each side had a chance to be heard and was valued. From that point we were able to build consensus.

4. List all potential conflicts of interest you might have with respect to the work of this board.

No conflicts or perceived conflicts.

As an attorney I am very sensitive to avoiding any conflicts of interest because they will diminish the impartiality and ultimately the reputation of the organization.

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

The number one threat in my opinion is over use of the hiking trails. I think the City's decision last year to charge for parking and provide a shuttle bus was effective in addressing the problem.

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

Chautauqua is one of the greatest treasures in Boulder. It provides an unparalleled setting for outdoor activities, dining, music concerts and other cultural event. I believe there are educational programs that may not be widely publicized and those should be expanded.

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?

Again, I think it will be critical to manage the use of the trails and prevent overuse and misuse. I believe that is a City function but the Chautauqua Board can play a role in offering suggestions for minimizing harmful impacts from overuse. It seems that parking within Chautauqua is a problem at times and could be managed more effectively. I think the Board has done a good job of preserving the historical appearance and character of the buildings and that should remain a priority.

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?

I believe I could effectively represent the interests of both the City and the Chautauqua Association. I have lived in Boulder for 50 years and I often engage with the City in my professional capacity. But I also live near Chautauqua and benefit from the services managed by the Association. I believe that having the broader perspective of representing both interests is an advantage when it comes to making fully informed decisions.

From: [No Reply](#)
To: [Leatherwood, Heidi; rory.bilo@gmail.com](mailto:rory.bilo@gmail.com)
Subject: Design Advisory Board Application
Date: Friday, February 16, 2018 3:29:33 PM

DESIGN ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Kalani Paho (303) 441-4277

The Design Advisory Board (DAB) 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 Downtown Urban Design Plan.

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

Name: Rory Bilocerkowycz

Home Address:

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BoulderCO80306

United States

Home Phone: (847) 421-5130

Mobile Phone:

Work Phone:

Email: rory.bilo@gmail.com

Occupation: Architect

Place of Employment / Retired: Surround Architecture Inc.

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Feb 2015

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a licensed, registered, and practicing Architect with credentials that include the American Institute of Architects membership and National Council of Architectural Registration Boards certification. I have lived and practiced in a variety of community sizes and types, working on various project types throughout my career, including Civic, Public, Commercial and Residential projects. In addition to Architecture, I've received a certificate from both the National Outdoor Leadership School and the University of Oregon for outdoor pursuits leadership. These skills involve risk management, group communication, planning, and conflict resolution. The experiences related to these activities continues to prove relevant in both my personal and professional endeavors.

2. Have you had any experience(s) with this Board or the services it oversees?

No.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I currently sit on the Board of Directors for the HOA where I live. It is not uncommon for the 3 board members to disagree on items related to finances. In particular, we have opposing views on what the HOA's financial responsibilities are to the built infrastructure. The disagreements revolve around personal opinion as to the definition of "common elements" and my suggestion has been to review and interpret quite literally the language in our governing documents. This offers a non-biased approach to at least starting the discussion.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Currently practicing Architecture in Boulder on a variety of project types.

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

My architecture portfolio includes a great variety of project types that all interface with the

concepts of urban planning in unique ways. The 5-year Bachelor of Architecture NCARB accredited University of Oregon program I completed in 2009 was chalk-full of urban planning courses and concepts.

6. What is your experience in architecture, including practice and/or knowledge of building design.

2009 Graduate from the University of Oregon B.Arch program.; AIA member, NCARB certified. I've been practicing professionally for nearly a decade on a variety of project types and scales in a variety of communities across the country and internationally.

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

Stewards of good community design. To encourage and provide insight, from a professional background, as to design guidance appropriate to the community that the members both live and practice within.

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

I believe that some of the best design communities in the country, namely Seattle, WA and Portland, OR , have design review committees that are mandatory and binding. I believe the evidence in those communities is that good design is prevalent. I absolutely believe Boulder would benefit from this.

From: [No Reply](#)
To: [Leatherwood, Heidi; j.decker@comcast.net](mailto:j.decker@comcast.net)
Subject: Design Advisory Board Application
Date: Sunday, January 21, 2018 5:07:05 PM

DESIGN ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Kalani Pahoia (303) 441-4277

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

Name: John Decker

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Mobile Phone: (720) 253-7887

Work Phone: (303) 544-1836

Email: j.decker@comcast.net

Occupation: Architecture/Const. Consultant

Place of Employment / Retired: Varies

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 1982

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a Colorado Licensed Architect with a Master of Architecture from University of Colorado. I also studied Urban Design and Architecture at a summer seminar at Polytecnico di Milano, Italy. I have been in both academia and practice in jobs both public and private. I have extensive experience in urban design, planning and public process in multiple cities. I am also an artist and served on the BAC from 2004 until 2009.

2. Have you had any experience(s) with this Board or the services it oversees?

I have been aware of this Board for a long period of time. I have not had any projects that I was directly involved with in front of the Board but have followed their actions and have visited meetings. As a designer and long-time resident I have an interest in developing visual form, structure, function and aesthetics of the city, particularly in its core.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I described a specific Boulder incident on a separate application, however I have a long history of Planning action and public review processes in several other cities. In Cincinnati I was working as a Visualization Consultant to various agencies and private concerns. Many of these projects involved Visual Impact Assessment and were very contentious. I found it extremely important to clearly explain every aspect of process and content of exhibits to all participants and to listen carefully to their concerns, I also found it useful to be available to stakeholders as early as possible in a process and to gain an early understanding of the sensitivities and concerns they might have. I learned to treat everyone with deference and respect from the outset of any action.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not have any current conflicts of interest with the business of this board. If in the future one was to arise I would formally recuse myself from any Board discussion or action on this particular project or issue.

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 taught urban design, architecture and planning at University of Cincinnati and Carnegie Mellon University for a period of 10 years. In Cincinnati I was an Associate at the U of Cin. Center for Urban Design and worked on numerous local initiatives. I was a contract Urban Design Consultant to the City of Pittsburgh and provided Urban Design, Computer Modeling and visualization for the extended Pittsburgh Downtown Master plan. I also served to present materials and orchestrate action of Task Forces and Workshops for this process. At RNL Design I coauthored the E 470 Design Standards through Aurora and the Parker Commercial Guidelines and also worked on studies for the Wadsworth Corridor in Wheatridge and the Golden Triangle Project in Denver.

6. What is your experience in architecture, including practice and/or knowledge of building design.

As an architect I have worked as a designer, staff architect, project architect, project manager and in construction administration. I have worked principally with commercial building types, including office, hospitality and resort types. In Colorado I worked for Semple Brown (Roberts), RNL Design, OZ Architects and Zmistowski Design Group. At Z I gained extensive experience with Golf Clubhouse and related resort design, working on projects through virtually all phases and at all orders of scale. I also have consulted as a visualization and technological consultant to numerous others.

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

The first role is to review projects for conformity to community standards and visual character. Secondly review should consider project's broader impact on context and the public realm overall. The Landmarks Board plays an important role in maintaining historic and monumental character of specific buildings in the context, and should review new projects in how they amplify or detract from this. That being said, aesthetic review should be in the form of guidance rather than rigid restriction.

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

I believe the City should play a leadership role in development throughout its extents. Public review can serve a very positive role in the early phases of a project to help developers gain insight into the community's goals and aspirations which can in turn help create buy-in and insure the success of the project.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); lilymargolis@gmail.com
Subject: 6 | Design Advisory Board Application
Date: Wednesday, January 3, 2018 8:32:05 PM

6 | DESIGN ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Kalani Paho (303) 441-4277

The Design Advisory Board (DAB) 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 Downtown Urban Design Plan.

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

Name: Lily Margolis

Home Address:

3070 Big Horn Street

BoulderCO80301

United States

Home Phone: (720) 415-8181

Mobile Phone:

Work Phone:

Email: lilymargolis@gmail.com

Occupation: Student/Athlete

Place of Employment / Retired: None

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 2001

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have completed two and half years of high school, coached elementary and middle school track and field, and am Boulder High School Track and Field Team Captain. I intend to major in architecture, am taking design tech this upcoming semester, and have attended a Environmental Design Day at CU. I have great taste in housing and understand how one building effects a whole community, whether that be in a financial, environmental, and social way.

2. Have you had any experience(s) with this Board or the services it oversees?

The one experience I have with this board is an Environmental Design Day at CU and looking through Apartment Therapy and Sunset Magazine.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

While designing a spaghetti and marshmellow tower, I was in a group of four. We had twenty minutes, and decided to begin by testing our individual ideas. It became appart that another one of the group members had the most stable design, and one of my teammates got bent out of shape. Through problem solving skills and logic, we all came to the conclusion that who the design was made by didn't matter, but the effectiveness of the design did. The greater need of the community overcame the feelings of the few to create an effective spaghetti tower.

4. List all potential conflicts of interest you might have with respect to the work of this board.

School, Track and Field, and work during the summer would be potential conflicts of interests to this board.

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 have no experience in urban design.

6. What is your experience in architecture, including practice and/or knowledge of building design.

I have no knowledge of architecture but plan to major in it.

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

The appropriate role of such boards is to ensure that buildings in Boulder will be environmentally friendly, financially beneficial, and contribute positively to the social community in Boulder.

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

I think DAB should review all public projects as well as new residential projects. This review should be mandatory. The DAB recommendations should be binding but should have a heavy weight.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); [Adam Knoff](#)
Subject: Downtown Management Commission Application
Date: Thursday, February 15, 2018 4:37:14 PM

DOWNTOWN MANAGEMENT COMMISSION



Annual Application 2018

Date:

Staff Liaison: Molly Winter (303)441-7317

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.

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

If you are applying as a representative, you must also provide an authorization letter from the business owner allowing you to represent the business.

Please send letters to the City Clerk's Office at P.O. Box 791, Boulder, Colorado 80306

[Map of district boundaries](#)

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

Name: Adam Knoff

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United States

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Mobile Phone: (970) 389-1221

Work Phone: (720) 484-5162

Email: adamk@unicoprop.com

Occupation: Associate Director, Solar Investments

Place of Employment / Retired: Unico Properties

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 2012

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

As a sustainability-focused professional working with a downtown commercial property owner/management group, I bring a unique perspective in how Boulder can achieve its goals in a cost-effective and mutually-agreeable manner.

Additionally, with two years on the DMC, I've proven myself to be an effective board member and community representative bringing the perspective of Boulder's younger working professionals.

2. Have you had any experience(s) with this Board or the services it oversees?

Yes, have served as a board member since 2016.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

Nearly every day, I work to find compromises between disparate groups in order to achieve mutual goals. For example, finding the middle ground on costs versus benefits of adding solar to a commercial building.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Unico Properties owns a significant amount of commercial real estate in Boulder. While there has yet to be a conflict of interest, if one arose I would have no issue recusing myself.

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?

Real time parking availability in an app to reduce "circling," variable rates (i.e. surge pricing) to encourage/discourage parking habits, and an awareness campaign for the abundant parking downtown already has.

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

The D2D program should continue to be explored, as downtown is still very automobile-heavy. Continue to adapt to new alternative modes of transportation, such as station-less bike share, as some other cities have explored.

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?

A healthy retail environment that serves a wide array of visitors, polished and well organized events, and a mall that can evolve in terms of design and activities.

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?

Events seems to have an increasing amount of sponsor tents, which undermines the authenticity. DBP and the City do a great job keeping the mall clean, and organized, though there are always opportunities to add new elements, events, etc.

From: [No Reply](#)
To: [Leatherwood, Heidi; jbbrant@gmail.com](mailto:jbbrant@gmail.com)
Subject: Environmental Advisory Board Application
Date: Thursday, February 15, 2018 10:40:32 PM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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.

Meetings are usually held the first Wednesday of the month.

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

Name: Justin Brant

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1195 Berea Dr

BoulderCO80305
United States

Home Phone:

Mobile Phone: (541) 760-0042

Work Phone:

Email: jbbrant@gmail.com

Occupation: Energy and Climate Change Consultant

Place of Employment / Retired: The Cadmus Group

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have spent my career helping cities, states, and corporations develop and implement policies to reduce energy usage and greenhouse gas emissions. For example, I currently work as a consultant at The Cadmus Group assisting local governments around the country with quantifying greenhouse gas emissions and developing strategies to reduce emissions and promote clean energy.

2. Have you had any experience(s) with this Board or the services it oversees?

I have no direct experience with the Environmental Advisory Board, but I have discussed its responsibilities and functions with Jason Vogel, a current EAB member. In addition, as stated above I have significant professional experience with many of the issues that the EAB oversees.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have been involved in a number of stakeholder processes and negotiations throughout my career. For example, when I worked at the Massachusetts Department of Public Utilities as Assistant Director of the Electric Power Division, I coordinated collaboration with utilities, industry representatives, and environmental advocates to develop the state's policies related to modernizing the electric grid. This involved finding areas of agreement across a diverse range of views and navigating conflict among committee members. At the end of the process we were able to develop a series of consensus recommendations to state decision makers that have now all been implemented

4. List all potential conflicts of interest you might have with respect to the work of this board.

I currently work as a consultant with The Cadmus Group, but have no contracts with the City of Boulder. In addition, I will be moving to a new position in March at the Southwest Energy Efficiency Project, a non-profit that advocates for energy efficiency and clean energy. Thus, I have no conflicts of interest with the EAB.

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 facing Boulder are addressing and mitigating the many impacts of climate change. I would suggest the Board work with City Council to prioritize actions based on the size of the impact, Boulder's ability to influence the issue, and the status of Boulder's current initiatives in each area.

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

As an overarching theme, rather than suggesting a specific initiative, I think the City of Boulder needs to improve its communication around the impacts of some of its environmental initiatives. Consistent with the recommendations of the Public Participation Working Group, I think the City needs to reach people where they are and find new ways to communicate with the community. For example, in talking with friends and colleagues I have found significant misunderstanding about the requirements of the Energy Conservation Code. Boulder is leading by implementing ambitious policies like the COBECC. However, the City runs the risk of losing public support for environmental initiatives through confusion about the impacts on community members. To accomplish this the City must try new and innovative methods of communication and work to engage all members of the community.

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 must work to integrate climate change into all city planning and policy decisions. In order to meet the City's ambitious climate goals, greenhouse gas impacts must become an integral part of all City decision-making

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?

Municipalization is a key step for the City to provide more clean energy to its citizens. By controlling its municipal utility Boulder, will be able to have a direct influence on electricity rates and reliability, as well as the source of its energy. In addition, by developing modern rate structures and technologies, the City will be able to further incentivize customer-sited renewable generation and energy storage. The EAB can play an integral part in the City's development of rate structures and policies to support the City's clean energy goals. This can help support City staff and other stakeholder groups who are more focused on separation proceedings and issues around communication with the community.

From: [No Reply](#)
To: [Leatherwood, Heidi; kb@blayne.com](mailto:kb@blayne.com)
Subject: Environmental Advisory Board Application
Date: Tuesday, January 23, 2018 1:48:59 PM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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Work Phone:

Email: kb@blayne.com

Occupation: Geochemist

Place of Employment / Retired: Self Employed part time

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Oct 1993

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have a BS degree in Finance (Penn State) and Geology (CU Boulder), and an MS degree in Geochemistry from the Colorado School of Mines. I first moved to Boulder in 1993. I've worked as an environmental consultant since 1999, first at Rocky Flats Environmental Technology Site, second at URS Corporation in Denver, then for my own LLC beginning in 2007. While at URS, I served as a corporate remediation technology lead for the use of chemical oxidation as a treatment process for groundwater contaminants, and also as a project manager for US Air Force groundwater remediation contracts. At my own business, I provide private consulting services for larger companies in the environmental business with a focus on environmental data review, interpretation, and contaminant treatment recommendations. I am a 24 year resident of the City of Boulder and Boulder County, and over that period have changed from college student, to young professional, to a double income/no kids couple, to a family raising our 10 year old son.

2. Have you had any experience(s) with this Board or the services it oversees?

No

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

While employed at URS Corporation in Denver, I served as an environmental team manager for a small group of engineers and scientists. When disagreement and/or conflict would arise, we would go through an informal process of mediation where both sides were voiced and heard, compromise was developed and proposed, and a final agreement was settled upon. In one instance, a compromise was difficult to develop between two team members. I met with each to hear their concerns and to learn more about their strengths and goals relating to the project as well as their long term careers at the company. The first step towards resolution was to hear each side. The second step was to provide the opportunity for each side to hear, understand, and empathize with the other. I believe that empathy plays a key role in conflict resolution, and that having a clear understanding of an opposing side is the root of achieving a compromise. Ultimately at our project meeting, a compromise between the disagreeing engineers was achieved and our group could move forward successfully as a whole.

4. List all potential conflicts of interest you might have with respect to the work of this board.

None

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?

Environmental Issues: Climate change; energy resources as they apply to municipalization or a renewed partnership with Xcel Energy; renewable energy resource development for wind and solar; the Emerald Ash Borer; zero emission vehicles; Boulder Creek pollution prevention and monitoring including wastewater effluent; the zero waste effort; Gross Dam reservoir expansion and its effect on downstream wildlife; and natural gas development near city limits, notably groundwater and surface water contamination as well as air pollutant emissions. Working with City Council: The EAB serves to advise City Council and staff members on environmental issues that are present within the City of Boulder. I envision the board as a group working to research, evaluate, develop, and assemble the most updated and scientifically valid information pertaining to current environmental issues. Essentially, the EAB completes the "legwork" of gathering and evaluating information then serves to advise and assist City Council with how to prioritize and address Boulder's most crucial environmental matters.

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

Environmental Initiative: Climate change may prove to be the most important environmental issue of our generation. The City of Boulder is at the forefront of preparation for and prevention of further climate change. One primary area of action is to regularly review and amend the Climate Action Plan to ensure that the City of Boulder continues to be prepared for changes that could arise due to extreme weather conditions which could adversely affect the health and well being of City residents as well as private and public property and City infrastructure. In addition, the ambitious goal of an 80 percent reduction of greenhouse gas emissions by 2050 from 2005 levels was adopted by the City to further reduce the impact of climate change. To help achieve this goal, community-wide education and awareness programs could be enhanced. These programs could further educate and motivate our already environmentally conscious community to continue to reduce emissions starting with their own carbon footprint. Some areas where local residents can help could be driving less or smarter, continue to replace incandescent lightbulbs with CFLs, using less hot water, considering solar panel leases for their homes, and planting a tree. In addition to resident outreach, other highlights of the program could be more solar energy and weathertight upgrades for municipal buildings, zero emission vehicles for City vehicles and public transportation, and introducing smart meters for real-time feedback on energy usage. Finally, the City's experience could serve as a model for other cities across the country that are seeking assistance with climate preparedness.

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

Achieving Sustainability Goals: The City's effectiveness towards achieving the Sustainability Division's goals can be further enhanced by increased community outreach and by staying on the forefront of innovative climate/energy solutions. Education and incentives such as rebates could be communicated and offered to businesses, homeowners and renters to help achieve sustainability goals. Social media contests and promotions could be created to increase outreach to different demographics that may not review information sources such as the City pilot newsletter. Fixed guidelines that align with sustainability goals could be put in place for current and new development. Additionally, communication with other city governments could help the City to update and refine its strategy.

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?

Clean Energy: Solar and wind resources are the most common and implementable, and could be further pursued to help the City reach its renewable energy goals. Recent bids for renewable energy sources recently received by Xcel Energy included the lowest costs quoted in the U.S. for wind, solar, and power storage options, with wind and power storage costs listed as less expensive than coal generation for equivalent megawatt hours. A secondary resource that could be investigated is biomass (wood waste, municipal waste, landfill gas, and biodiesel). An example to learn from is the Erie landfill methane gas-to-energy project that is currently underway. Although a landfill is not within our City limits, the technology and lessons learned from Erie could prove to be useful for harnessing energy from biomass sources. One other untapped, renewable energy resource in Colorado is geothermal energy. Currently this resource is expensive and less developed, therefore making it a resource to watch and be aware of versus pursue.

EAB Decision Making: I believe the EAB should remain an advisory board who is able to research, assemble, and develop the most updated and scientifically valid information to advise City Council. Council may then seek ways to inform community members and gather public input on information and advice provided by the EAB as part of their decision making process.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); patrickloydcasey@gmail.com
Subject: Environmental Advisory Board Application
Date: Sunday, February 11, 2018 6:26:55 PM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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.

Meetings are usually held the first 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.

Name: Patrick Casey

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365 Pearl St

BoulderCO80302
United States

Home Phone:

Mobile Phone: (303) 709-8686

Work Phone:

Email: patrickloydcasey@gmail.com

Occupation: Admissions Evaluator/Student

Place of Employment / Retired: University of Colorado

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jun 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am currently a part-time student seeking a second B.A. in the Environmental Studies program at CU. I am also a trained Climate Reality Leader through the Climate Reality Project. I've also was a member on the CAMP working group in 2016/2017.

2. Have you had any experience(s) with this Board or the services it oversees?

I have not had any experience with this board directly. As a millennial I firmly believe that climate change is the most pressing issue affecting our planet and my future today. Boulder is acknowledging this issue and I'd like to be a part of that in hopes to reach our clean energy and sustainability goals as a city. Setting goals isn't good enough, you need passionate people to execute them or their just words on paper. I'd like to be one of those people helping to execute our goals.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

In the CAMP working group I remember a moment when one of the members brought up the idea that we should be shutting people out of Boulder and the Chautauqua park because as Boulder residents we have ownership of the city. This was a tense moment for me and several other members because we strongly disagreed. Staying calm and presenting a non emotional counter argument of why this was not the best course of action was how I chose to respond. It worked to diffuse the situation I thought.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I have no conflicts of interest that I can think of.

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?

Forest fires, drought, and floods would be the main environmental impacts immediately felt in

Boulder. I make these predictions based on our geographical location to the mountains and our arid desert climate. I think preventing climate change should be priority number one. Focusing on getting to 100% renewable energy by 2030 and improving transportation infrastructure to be more pedestrian friendly would be great plans to strive towards.

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

I would really like to see a large scale education campaign regarding the municipality. I feel most Boulder citizens are aware but aren't fully educated on why this is a great thing. It needs to get done within the next four years or it may become a pipe dream due to the patience of the taxpayers.

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

I believe we need to accept the challenges ahead of us and take bolder actions towards sustainability. There will always be loud voices towards change, but that's not a reason to take half measures when the stakes are so high. Education, community involvement, and bold strategies are key to combating the climate crisis.

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 believe that the City of Boulder has to be a leader in the fight against climate change. We have an amazing educational institution in this city and we also have some of the top scientific organizations here. It would be hypocritical of us to call ourselves a progressive city but not stand against certain politicians, organizations, and businesses. Boulder has a lot of potential but it also has a long way to go to compete with other cities around the world that have already done so much more. Let's be leaders in this fight and improve everyone's lives and well-being.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); tcronin1701@gmail.com
Subject: 8 | Environmental Advisory Board Application
Date: Saturday, January 6, 2018 9:51:26 AM

8 | ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

The Environmental Advisory Board (EAB) consists of five members appointed by City Council, each to a five-year term.

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Meetings are usually held the first Wednesday of the month.

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

Name: Timothy Cronin

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Mobile Phone: (847) 868-5102

Work Phone: (847) 868-5102

Email: tcronin1701@gmail.com

Occupation: Consultant

Place of Employment / Retired: self

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Mar 2017

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have been a C-Suite executive for over 30 years.

I have been a President or Sr. Vp in 4 different companies

I was President of Frank Shorter Company before leaving to

I am well versed in how to build consensus and facilitate action within defined scope and defined budget

2. Have you had any experience(s) with this Board or the services it oversees?

I have active in all business in the reduction of waste, maximization of resources and creative use of materials for design, development of products and programs in companies ranging in size from 4M to 200M

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have employed problem solving techniques that allowed the team to "see the other side" and understand that the problem was no US vs THEM but rather US for US

the 6 thinking hats process works well in many situations

4. List all potential conflicts of interest you might have with respect to the work of this board.

none that i can think of

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?

water

waste

clean power

Zero Waste

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

Zero Waste

I think that the restaurant and business community needs additional education and "easy access" to be able to contribute and expand the Zero-Waste initiative.

I feel that my business skills can help business people understand the advantages of participating in the program at the highest levels.

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

Communication, ROI and the direct benefits to the bottom line that will engage the business community in this program.

further, businesses need a way to integrate their participation as a tool for growing their business. stickers on windows, notes on menus, plug in for websites and reservation booking sites.

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?

focus on the business / ROI benefits is the key.
profit, customer acquisition and employee engagement is what drives Boulder.

Educating the business community and the community at large is the key to success.

From: [No Reply](#)
To: [Leatherwood, Heidi; nlgilsd@aol.com](mailto:nlgilsd@aol.com)
Subject: Environmental Advisory Board Application
Date: Friday, February 9, 2018 4:06:14 AM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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

Name: Norman Gilsdorf

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Mobile Phone: (862) 222-5496

Work Phone:

Email: nlgilsd@aol.com

Occupation: Senior Executive

Place of Employment / Retired: Honeywell Intl/to be retired March 31

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Dec 2011

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Chemical Engineer - Purdue University, 1977. Selected one of Purdue's outstanding alumni. MBA - Intl business/Finance - Northwestern University, 1988. Board member including Chairman and Co Chairman of multiple Joint Venture Boards as well as Indian Public Company over 15 years experience on boards. Senior Executive positions in UOP and Honeywell, including President and CEO of Honeywell Process Solutions (4 years) and President and CEO of Honeywell High Growth Regions (6 years). I believe given my broad global experience having lived overseas for over 20 years, the last 6 years in Dubai, I can bring both my strong technology/business background combined with a new and different perspective to the committee which would help balance the strong local experience on the committee today.

2. Have you had any experience(s) with this Board or the services it oversees?

I do not have any experience with this board or the services it oversees.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have over 41 years of International Business experience so have had to manage many disagreements and conflicts within groups, boards, cross cultural and cross international issues in fact much of my current role has me managing conflicts between different business groups with competing interest. As an example for 6 years I was representative on an Indian public traded board. The company had been doing well and the share holders and external directors wanted to significantly increase the dividend while my company, the majority share holder, wanted to preserve cash for fear of a pending downturn in business. I had to balance my companies views with the public shareholders and directors. The solution was through good dialogue. Enabling both parties to share their views, explain their positions and needs. Then through careful listening find a path to resolution which involves finding hopefully a win for both parties. In this case was able to communicate the future risks of a downturn and to help the shareholders realize their most significant long term value was via share appreciation vs dividends. At the same times showed how consistent vs highly variable dividend policies typically lead to higher share holder appreciation. Crafted the public minutes of board meeting to communicate the importance of cash reserves and the value of the future growth of the company. My view is to resolve disputes and conflicts the key is fundamentally good communication which includes good patient listening, clear communication of issues and

positions then working to find a path that considers the data/facts and builds a consensus hopefully with a bit of win-win where possible. I also strong believe in using visual methods such as white boarding or flip charting the data, the issues, the positions. Lastly,if there is a diverse group work to engage them to help support.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not believe I have any potential conflicts given I have no history with any of the issues and I will be retired and of independent approach

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?

As I review what I have heard and seen, I view the biggest issues is 'sustainability'. Boulder has outlined and developed many excellent plans and programs but as we move forward over the next 5-10 years the challenges will only increase in most of these issues and understanding how to sustain the programs and achieve the goals will be the most critical issue. Energy and Water need to be the two leading aspects of the environment at the top of the list followed by waste and pollution. Boulder has good programs developed in each area but implementing them and developing more sustainable solutions will be critical. To prioritize all these issues I think starts with clearly articulating the issues based on data, road mapping the challenges and options then laying out recommended programs. Then as the city modifies master planning and makes revisions making sure the environmental council is actively involved early in often and evaluating all the areas of risk to the programs. Good communication with City council and the residents will be critical factor both in setting priorities. The residents will be key to success of all the programs. Technology will also be a huge enabler so understanding and involving the right experts to understand how technology can enable solutions and the programs outlined will the important. Lastly, I think water will always be a major issue Boulder must be focused on managing given the changing environment and reliance on winter snow melt.

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

Green Buildings is an initiative that is undergoing huge change due to the rapidly evolving advancement of technology through the Internet of Things (IOT 4.0). With IOT today edge devices, control systems, cameras and other sensors can quickly and affordably be connected to gather data and provide significantly improved results with respect to energy, environment etc. The key will be enabling programs around implementation, sharing and use of data followed by data analytics to drive actions and results. This is quite an exciting opportunity for Boulder not just with Green Buildings but with many of the environmental issues. My recommendation is to establish a sub committee around each area - technology, data access and rights, analytics and solutions.

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

To be frank I probably need to learn more about the department and it's effectiveness. However, for a department on planning and sustainability it will be critical that they have good data measures in place combined with strong KPI's set to measure progress. These KPI's and data measures should be in dashboards that need to be visible to all key departments/councils involved or impacted by their programs. They also need some leading indicators to create visibility to progress. As an example data on volume of recycle and composting vs trash should be reported by Western Disposal Monthly with historical data. Types of recycle waste would be important along with use of recyclable materials being consumed. Energy source data trends solar, winds, vs conventional per month. Energy utilization in homes and buildings is also critical data. Other areas of focus would be timing and amount of technology implementation in energy efficiency in homes, buildings and city services.

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?

My view on Energy always starts with improving energy efficiency because saving energy is probably the easiest, most affordable and fastest route to having more energy available. Boulder with it's high number of sunny days continues to be a good location for implementation of solar solutions. The key is creating an environment to implement this affordably, enabling excess power to be sold back to the grid, and encouraging the development of safe and efficient storage technology. In addition new technologies are being developed to enable different waste and waste oils to be used to create energy and fuels in an environmentally friendly way. EAB is an important role in helping set the energy future because any programs, technologies or conditions we support drive energy efficiency and impact the energy choices being made. EAB needs to take an active role in awareness of technology, leveraging access to data, data analytics to set the recommendations and decision basis around an environmentally sensible energy plan for the city.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); miriamhacker45@gmail.com
Subject: Environmental Advisory Board Application
Date: Thursday, February 15, 2018 4:30:33 PM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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

Name: Miriam Hacker

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United States

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Mobile Phone: (720) 839-5461

Work Phone: (720) 839-5461

Email: miriamhacker45@gmail.com

Occupation: Environmental Engineer

Place of Employment / Retired: Aspen Outlook, LLC

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2002

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have a Master of Science in Civil and Environmental Engineering. I have a current PE License in the State of CO for Environmental Engineering. I have worked as an Environmental Engineering Consultant for over 20 years. I have represented my Air and Waste Management chapter on the Air Quality Advisory Board in Vancouver, BC.

2. Have you had any experience(s) with this Board or the services it oversees?

I am professionally and personally interested in all topics that this board oversees. I do not have any direct experience with 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.

When dealing with a group in disagreement or conflict, I find that putting as much factual information as possible about the conflict topic in front of the group allows us to discuss rationally the pros and cons of a potential solution with the hopeful result of coming to agreement on an appropriate solution.

4. List all potential conflicts of interest you might have with respect to the work of this board.

My clients are industry and government clients in several western states. I will have to excuse myself from any topics that involve a current clients being addressed by 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 potential Municipalization and how the city will meet its the commitment to Climate Change related emission reductions are some of the primary environmental issues facing Boulder. The city council is obviously very focused on these issues already and I would hope the Environmental Advisory Board is an active contributor to ideas about how these goals may be met. I believe this Board should be able to help provide the city council with relevant

information that will help support their message of change and conservation. Similarly, I believe the Environmental Advisory Board should be a source of information to help the city address and promote pollution reduction efforts (recycling, conservation).

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

Energy - In my mind, meeting the energy objectives the city has set will bring solutions to many other environmental issues the city faces. My current understanding of the municipalization effort is that this may lead to the greatest potential to implement renewable energy options. We live in one of the sunniest places in the US. Let's push the effort to implement solar and independent energy production. If we build greener buildings, energy consumption will go down. With implementation of renewable energy production, we inherently reduce other air pollutant emissions as well.

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

Increasing the effectiveness in achieving the City's sustainability goals can be accomplished through continued enforcement, potential expansion of and community exposure to many of the City's current programs, including:

The Residential and Commercial EnergySmart programs;
Green Building initiatives;
Solar initiatives; and
Zero Waste initiatives.

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 municipalization effort may lead to the greatest potential to implement renewable energy production options - wind and solar. Provide more incentive for residents and commercial structures to implement solar and independent energy production. Support and promote electric vehicle use - provide sufficient charging stations. Enforce green building standards to reduce inherent energy consumption. The EAB should be a source for ideas and provide review of and input to any plans related to the city's energy future.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); billplatts@msn.com
Subject: 8 | Environmental Advisory Board Application
Date: Thursday, January 4, 2018 10:03:30 AM

8 | ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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

Name: Bill Platts

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United States

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Work Phone: (303) 499-6722

Email: billplatts@msn.com

Occupation: Mechanical Engineer

Place of Employment / Retired: TRS Inc.

Do you reside within Boulder City limits?: No

When did you become a resident of Boulder?: Jun 1956

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a third generation mechanical engineer from CU. I am President of TRS Inc which specializes in Water Treatment of cooling towers and boilers and Cooling Tower repair and upgrade. We also do high pressure water spray cleaning of fleet vehicles and clean kitchen discharge hoods. Our website is www.TRSinC.us

2. Have you had any experience(s) with this Board or the services it oversees?

I have had no experience with the Board. However, my family has a history of serving the City. My grandfather Harlow Platts was on the planning commission and my father Harvey was a City Council Member

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have had my own business since 1993 and currently have 27 employees, located in Golden. We have business meetings every week and there is usually some HR issue that needs addressing. However, we have a very happy and well motivated group of workers. We treat all of our employees extremely well and have very little turn over.

4. List all potential conflicts of interest you might have with respect to the work of this board.

We are environmentally responsible and I can not think of any potential conflict of interest.

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?

Clean energy and water quality would be the main concerns. Traffic congestion is also a major concern. Looking at the cost to benefit ratio for each program in order to prioritize them.

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

I like the idea of using ozone or UV light for water treatment. These are used as a standard in Europe. Chlorine works and is low cost, but it is also a carcinogen.

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

I would promote more solar energy. Wind can also be good, but I would like to find some way to minimize the number of birds that get killed.

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?

Wind and solar work, but the sun does not always shine and the wind does not always blow. I think it would be good to look at ways to store energy such as the Cabin Creek Hydro facility near Georgetown. The pump water up to a lake when they have plenty of capacity and then let it run back down to generate electricity when they need it. It is a better way of storing energy.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); mike.sanclements@gmail.com
Subject: Environmental Advisory Board Application
Date: Friday, February 16, 2018 9:58:27 AM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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

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Mobile Phone:

Work Phone: (720) 836-2499

Email: mike.sanclements@gmail.com

Occupation: Scientist/Author

Place of Employment / Retired: National Ecological Observatory Network/ CU Boulder

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Oct 2009

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have a BS in Resource Conservation, MS in Soil Science, and PhD in Ecology. I have also written a popular book on plastics and human and environmental health that was a finalist in the 2014 books for a better life awards. Plastic Purge was published by St. Martin's Press and was a Denver Post #1 Bestseller.

I serve on several boards ranging from technical advisor on a water technology startup to Incoming Chair Elect of the Soil Science Society of America Division of Forest and Wildland Soils. I am also on the Editorial Board of Biogeochemistry, a highly ranked international scientific journal.

I regularly participate in large collaborative interdisciplinary efforts and am seen as a fair, motivated, and enjoyable colleague and collaborator.

2. Have you had any experience(s) with this Board or the services it oversees?

I applied to this board several years ago. I enjoyed the interview process and meeting the members. Ultimately, someone else was selected, but I am committed to this and am happy for the opportunity to apply again.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I manage a team of 12 PhD and MS level scientists at the National Ecological Observatory Network. I also have several graduate students at CU. I regularly, manage these groups to keep research moving forward while dealing with numerous, sometimes conflicting personalities, and managing timelines and budgets (responsible for ~ \$12 million annually). I try to assure everyone in the group is listening and that when conflicts do arise find they are often originating in a lack of understanding and communication between parties. I seek ways to translate perspectives so both parties can understand more thoroughly the situation. Often this leads to new areas of compromise and mitigation.

4. List all potential conflicts of interest you might have with respect to the work of this board.

None.

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 see our environmental challenges in two categories-- distal and proximal. The distal challenges originate outside Boulder and to a large degree are in their totality beyond our control. An example being the challenges of climate change on our city--potential for reduced snowpack and summer drought or conversely the higher potential for spring flood events due to rain on snow events and more dramatic temperature changes. These could be addressed by promoting our city as a leader and educator in low carbon living and plans to mitigate and be resilient in the face of change. We may in doing so inspire other cities to follow suit and buffer ourselves from some of the deleterious effects.

The proximal challenges are ones which originate here. Two that come to mind are the wise management of our increasingly popular and overcrowded trail system and the generation and disposal of waste, particularly plastic waste in our communities.

It's often helpful to build a matrix when making recommendations for prioritization. We should consider creating a list of challenges broken into proximal and distal categories and then evaluate these based on difficulty, cost to address, local and regional impact when addressed. This may provide an overarching framework for these decisions.

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

I would like to see Boulder become a leader in reduction of plastic waste generation. We have the resources and a motivated population to back new initiatives in plastic reduction and education regarding plastic waste. I would like to lead a program aimed at these goals and consider how we might become a global model in addressing this growing problem.

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

I would like to see the Community Planning and Sustainability dept increase their presence on social media so that more of the public was aware of their agenda and how they may participate in planning and sustainability activities. I believe that continuing to work in schools and motivating kids to become involved will benefit us all by growing a more responsive next generation. Plus, kids are hard to say no too.

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 EAB should utilize its energies to analyze and make recommendations regarding Boulder's energy future in the context of regional and global change. Boulder should focus on energy reduction at every level whether it be educational and outreach activities to inspire habit change toward more resource friendly behaviors or pushing at very high levels to utilize green energy across our city. I would be happy to expound on these ideas in person.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); herman.sievering@gmail.com
Subject: Environmental Advisory Board Application
Date: Monday, January 29, 2018 10:59:08 AM

ENVIRONMENTAL ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Brett KenCairn (303) 441-3272

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.

Meetings are usually held the first 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.

Name: herman sievering

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4463 Aaron Pl.

BoulderCO80303
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Home Phone: (303) 523-0468

Mobile Phone: (303) 523-0468

Work Phone:

Email: herman.sievering@gmail.com

Occupation: Retired CU Prof of Environmental Science

Place of Employment / Retired: U of Colorado

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1985

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

PhD in Environmental Science

Teaching & Research at 3 universities

Serve on state of Illinois Environmental Sciences board as well as many committees and a few boards of US professional orgs. I did similar, but moreso, prior to retiring.

2. Have you had any experience(s) with this Board or the services it oversees?

No with Board; services it provides of course, as a 33 year Boulder resident.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

East Boulder Leadership Council

Holding separate small group, even one-on-one meetings, to "talk it thru". If needed, speak separately w. both sides, then find common ground, then have meeting w. both sides present

4. List all potential conflicts of interest you might have with respect to the work of this board.

None at all

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?

Energy is clearly & by far the dominant issue facing Boulder in the coming years. City council and staff will surely be in need of technical support regarding this issue.

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

I'd like to see sub-community planning approach be utilized in East Boulder. Residential section of East Boulder is, essentially, the Southeast Boulder sub-community.

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

I do not have enough familiarity with Boulder's Community Planning & Sustainability Dept. to be specific on this question. I have read portions of the BVCP and find the sub-community planning approach very intriguing. It appears to put the residents of Boulder in a better place when dealing with proposed development projects. An example is the Waterview project in "Far East" Boulder (as I understand it from a distance).

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?

Clearly the EAB, on this hot topic, would have a totally advisory role. I believe Boulder would be better preped in its move toward 100% renewables if it included the EV car boom in the mix with solar, wind, etc. power. Given this near-revolution in providing power to its residents, I don't think the purchase of old Excel infrastructure (presently set to be required by a recent ruling) is a good way to go. The "revolution" in power supply warrants consideration of a broader view.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); stephanie.heacox@seniorhomeshares.com
Subject: 9 | Boulder Housing Authority Application
Date: Thursday, January 4, 2018 12:05:27 PM

9 | BOULDER HOUSING AUTHORITY



Annual Application 2018

Date:

Liaison: Betsey Martens (720) 564-4610

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.

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.

Name: Stephanie Heacox

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Work Phone: (360) 924-3028

Email: stephanie.heacox@seniorhomeshares.com

Occupation: Executive Director, Founder

Place of Employment / Retired: SeniorHomeshares.com

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2011

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am very interested in housing issues, as I founded a non-profit that helps seniors share their homes with other seniors (SeniorHomeshares.com). I also serve on my HOA board at Gold Run Condos here in Boulder, a resident of a cohousing community, and a weekly kitchen lead at the Boulder Shelter for over 5 years.

2. Have you had any experience(s) with this Board or the services it oversees?

I have had no direct contact with this Board, though I have testified before Ciy Council regarding the city's limits on unrelated persons sharing residences.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I joined my HOA when I bought my condo in 2012, knowing (from an existing member) that it had *legendarily* bad communication, leadership and effectiveness. There had long been a desperate need for an assessment, as well, which could not be passed, therefore the property was suffering from neglect. I was able to break the log jams, and establish working communications by counseling members on clear, constructive (and civil) communication styles. I was also able to cajole new members to join the Board and rearrange leadership roles to place folks where they could be most effective. I also assumed responsibility for communicating clearly to our owners. Soon after, we passed the assessment and are completing many, many long neglected capital improvements.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I have none that I am aware of. You define my directorship of Senior Homeshares as a "remote interest".

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you

(I think you may be missing the end of that sentence, but I get the gist) I have devoted a great deal of time and my own resources to found a non-profit that helps seniors with housing affordability by bringing them together to share homes. I would like to focus on creative solutions to affordable housing, especially where my extensive technology background (as a web consultant) could help. Specifically, I think we need to revisit the issue of how many unrelated people can share a home (making an exception for seniors), and look at solutions like ADUs, placement of tiny houses, and stacking residential housing on commercial to increase density. I used to live in New York City, so I have a great deal of experience living in very dense housing.

6. Given the demand for affordable housing in the City of Boulder, who do you think are the most underserved housing populations in Boulder and what is the most pressing part of Boulder's affordability challenge and why?

Unsurprisingly, I think seniors are top of the heap, as that population continues to grow (as do costs). Seniors are ripe for better density solutions, as they need less space (and often, as homeowners, have more space than they can afford to keep).

I would prefer that the City make an exception for group housing where seniors are concerned. A senior who wants to share the 4 bedroom home they have lived in for 40 years should be allowed to do that, and not be lumped together with the college students on the Hill who are the real motivators of this ordinance.

I also think that, given the increase in the younger professional population as companies like Google (and, who knows, maybe Amazon) expand, they are ripe for density solutions. Young techs (with whom I work) are looking for more urban options, not yards.

Lastly, we do need to address our homeless population - I am looking closely at the Housing First concept.

7. In your opinion, what do you think BHP does best, and what could they do better in their affordable housing efforts?

I like the idea of Housing First, though I am a little concerned that we may take our eye off the soon-to-be homeless target, who would also benefit from housing first. I would like to know more. Also, the number of homeless showing up at the Shelter has gone down since the new intake program was initiated, and no one seems to know why - we need to research that.

I think BHP has great goals and intentions, and that we simply need more affordable housing to be available (per my earlier comments).

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.

I have strong background in multi-unit housing as an HOA board member (and a homeowner myself). I have a particular orientation to creative ways of living, including intentional community and shared housing. I have been a tech professional, creating and managing websites and apps (for large financial institutions and mortgage processors, in particular), so I have no fear of numbers or processes. I am a very quick study.

9. Have you read BHP's conflict of interest policy and can you affirm that you can comply with the provisions?

(you might want to link to the policy in your question, though I did find it)

Yes, I can comply.

From: [No Reply](#)
To: [Leatherwood, Heidi; zepner@gmail.com](mailto:Leatherwood.Heidi@zepner@gmail.com)
Subject: 10 | Human Relations Commission Application
Date: Thursday, January 4, 2018 9:55:05 AM

10 | HUMAN RELATIONS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Carmen Atilano (303)441-3141

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.

Requirements and Expectations

Human Relations Commissioners generally serve five-year terms. Members of the HRC must be willing and able to give time and talents. More specifically, members of the HRC are expected to:

- Read distributed materials before each meeting
- Participate actively in monthly meetings (usually three hours in length and generally scheduled on the third Monday evening of each month)
- Devote at least 10 hours per month, and often more, to Commission matters
- Serve on various committees
- Assume a leadership role on the commission at some point during one's term
- Attend HRC sponsored functions and community events, and generally be a public presence for the human relations issues within the community
- Stay abreast of human rights and community relations issues at the local, regional and national levels

Meetings are held the third 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.

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Email: zepner@gmail.com

Occupation: Writer

Place of Employment / Retired: Boulder

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 2017

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have no political experience but I have a good balance of reason and wonder. I'm fair, rational and hope to constantly improve Boulder living.

2. Have you had any experience(s) with this Board or the services it oversees?

Certainly not. I promise to bring a fresh perspective and plan to ask the questions that will create ever more clarity so that all of our ongoing decisions are fueled by better communications.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

All the time. I'm certain that people mostly prefer alignment and a successful outcome and so I help members envision a win/win each can feel better about. I've managed groups of engineers in my past and understand long-term interpersonal team flow and how to keep the flow humming quarter after quarter.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I see none. I am simply curious about the process, feel a responsibility to see what public service is about, and willing to jump through some hoops to figure it out.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges?

Little racial diversity
Income disparity
Schooling
Transportation
Public works
Energy

6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish?

Gradual improvement on all fronts. I envision better atomic decisions coming from teams of people that respect one another so that the Boulder community can benefit from solid representation and consistent improvement to our infrastructure.

7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups?

=Be a source of solid, honest, effective business advisement. Make Boulder a place that's accepting and encouraging of anyone who want to work hard to improve their lives. Give them everything they need to create business traction and growth. Every dollar spent on small business growth fuels the greater interests of us all. If a young woman knew she could start the business of her dreams with all the support she needs to really make it viable, her returns to the community would be exponential.

8. Have you completed bias training? If so, please specify.

I'm not familiar with the concept, but I'll check it out.

From: [No Reply](#)
To: [Leatherwood, Heidi; h.kelly2233@gmail.com](mailto:h.kelly2233@gmail.com)
Subject: Human Relations Commission Application
Date: Wednesday, January 31, 2018 11:01:22 AM

HUMAN RELATIONS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Carmen Atilano (303)441-3141

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- Assume a leadership role on the commission at some point during one's term
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- Stay abreast of human rights and community relations issues at the local, regional and national levels

Meetings are held the third 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.

Name: Heather Kelly

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United States

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Mobile Phone: (303) 709-3136

Work Phone:

Email: h.kelly2233@gmail.com

Occupation: attorney

Place of Employment / Retired: Colorado Attorney General's Office

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1992

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

As an attorney, I represent the State of Colorado and have previously represented quasi governmental entities. As part of my practice, I

- regularly defend employment-related claims before administrative agencies, including the EEOC and CCRD.
- regularly provide employment advice and counsel on a wide range of issues, such as hiring, discipline, termination, accommodating disability, wage and hour compliance and social media, and trade secrets

2. Have you had any experience(s) with this Board or the services it oversees?

As an attorney, I represent the State of Colorado and have previously represented quasi governmental entities. I have also represented various school boards through out the state. I am familiar with the Board procedures and policies.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I was active in the South Boulder Creek Action Group, which attended City Council meetings advocating for appropriate flood remedial measures to prevent another flood of our neighborhood after the 2013 floods. Neighbors were understandably passionate about this issue as many of their homes (including myself) had flooded. In terms of conflict, my experience and routine is to give individuals an opportunity to be heard and then try to build consensus between competing views, discussing the pros and cons to each position. Often times, conflict is inherent in any discussion, but when people feel they had an opportunity to be heard and their opinions were considered, the conflict is typically resolved to everyone's satisfaction.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I represent the State of Colorado, I do not foresee that as being a conflict, but to the extent we were adverse to the State, depending on the subject matter, that could pose a conflict.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges?

In my opinion, the most significant civil rights challenge is encouraging and maintaining diversity of all kinds, including racial and socio-economic diversity. In terms of meeting this challenge, solutions include providing opportunities for diverse groups and ensuring that the City is not only abiding by the letter of the law, but addressing subtle issues such as implicit bias. Education and communication are the key. One suggestion is to schedule and encourage open forums to provide opportunities for community members that are underserved or disenfranchised to give feedback on challenges they face and solutions they would like to implement. Then use this information to make policy changes as well as educate City personnel as to problems facing the community.

6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish?

I am dedicated to my community and would like to become more involved. In regard to human resources, given my education and background, I believe I would have a strong contribution. Finally, I am concerned about community members that are underserved or disenfranchised and would like to see measures to address not only discrimination but implicit bias related to these members of the community.

7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups?

As I mentioned, providing open forums to community members. Reaching out to churches or local organizations serving the underrepresented groups. Finally, personal contact with leaders

of an underrepresented group - recruiting that person to be a point of contact and to encourage members to participate in City government.

8. Have you completed bias training? If so, please specify.

Yes. Through my practice, I have completed bias training. Likewise, I am a member of the Center for Legal Inclusiveness and regularly attend education meetings related to diversity, inclusivity and implicit bias.

From: [No Reply](#)
To: Leatherwood, Heidi; bouldermcandrew@gmail.com
Subject: 10 | Human Relations Commission Application
Date: Friday, January 5, 2018 8:03:42 AM

10 | HUMAN RELATIONS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Carmen Atilano (303)441-3141

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.

Requirements and Expectations

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- Devote at least 10 hours per month, and often more, to Commission matters
- Serve on various committees
- Assume a leadership role on the commission at some point during one's term
- Attend HRC sponsored functions and community events, and generally be a public presence for the human relations issues within the community
- Stay abreast of human rights and community relations issues at the local, regional and national levels

Meetings are held the third 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.

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Occupation: Child and Family Investigator

Place of Employment / Retired: Self

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2009

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

MA in Counseling

Work for Colorado Courts

Strong sense of neutrality and fairness

2. Have you had any experience(s) with this Board or the services it oversees?

No

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

My entire occupation involves conflict working with courts, attorneys and high conflict family systems

4. List all potential conflicts of interest you might have with respect to the work of this board.

Not aware of any

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges?

Equal access to quality services

I don't really know where to begin but getting a group of committed people who check their ego at the door is a good start.

6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish?

I want to better understand issues affecting our community and Work with a team to anticipate, identify and address them.

7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups?

Direct outreach and incentives

8. Have you completed bias training? If so, please specify.

Yes. Participated in a state supported training through Front Range Community College

From: [No Reply](#)
To: [Leatherwood, Heidi](#); oliviarmiller227@gmail.com
Subject: Human Relations Commission Application
Date: Wednesday, January 31, 2018 4:15:26 PM

HUMAN RELATIONS COMMISSION



Annual Application 2018

Date:

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.

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Work Phone:

Email: oliviarmiller227@gmail.com

Occupation: Business Owner

Place of Employment / Retired: Delphi Management Services

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

In the past I have worked for World Relief, a group that helps with the reception and placement of refugees. I helped a woman from Burundi pass the citizenship test, taught English lessons to a young man from Burma, and helped a pair of Eritrean men navigate the complexities of the American medical system. Diversity is extremely important to me, and I think it is of vital importance to learn about and celebrate other cultures.

As a graduate student at CU Boulder I realized that as a woman I was a minority in my MBA program. This prompted me to become Vice President of the Women and Business Club, and start the Women's Entrepreneurship Prize to create more opportunities for the women that came after me.

I believe that my experience working with people of different backgrounds, and creating opportunities, would make me a great candidate for the Human Relations Board.

2. Have you had any experience(s) with this Board or the services it oversees?

Growing up in Boulder County there was not a lot of diversity in my schools, and therefore my social groups were homogeneous. Having lived over seas and in other cities I have

discovered that diversity makes cities more vibrant and exciting. When I moved to Boulder I was struck by the lack of diversity and I would love to help create an environment where people of different backgrounds are welcomed, and do not face discrimination.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

We recently decided to outsource some of our data entry work to India. Several of our employees were against this as they feared their jobs were being outsourced, or that the quality of work would not be as good. We used a number of techniques in this case.

We began by finding internal advocates and dissenters. We took into account everyone's comfort level with the outsourcing idea, and explained that this was merely a tool to make their lives easier, not take their jobs. We then asked the advocates to test out the new outsourcing partner and report back. Their success stories were much more effective at changing the minds of the dissenters than any order from management could have been. At the end of the day we as managers made sure to remain open minded to the fact that this might not work and we had to respect what was best for our employees.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not have any conflicts of interest at this time. If the board is hearing a human rights ordinance case and a board member knows the party involved, I believe that the member should recuse themselves from that particular case.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges?

1. Problem: I believe that the biggest issue facing Boulder is the lack of diversity, and therefore the lack of sensitivity when a person of a different race does live here. I personally have two friends who have moved away, one is Asian and one is African American, simply because they felt their minority status much more acutely here than even in Denver. Solution: Of course this is a very hard problem to solve, however the board could prioritize support for groups like the Boulder Asian Pacific Alliance.

2. Problem: Boulder has a huge tech industry, however this industry is primarily white and male dominated. Solution: Work with groups that provide funding for minority and women owned businesses. Work with tech companies to help advertise open positions to groups that might not usually have access to this information.

There are many other challenges facing Boulder, but as long as the City continues to be open minded and work towards solutions we can create a space where everyone feels welcome.

6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish?

I would like to serve as commissioner for the Human Relations Board because this is an area that I am very passionate about. Ever since I first worked with refugees back in 2011 I have wanted to be more involved with groups that promote human rights. It is important for me to give back to my community, and I would like to be involved in the decision making process when it comes to Human Relations. I hope to help Boulder become a more welcoming environment for people of different races and religions. I don't like the feeling of exclusivity that I get from certain residents, and I miss having a diverse group of friends. I want to help support and create a community of which I can be proud.

7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups?

Many groups do not participate in local government because they do not feel like their voices are heard, or that their voice matters. To increase involvement I suggest going where these groups are present. Stopping by their churches, and meeting places. Creating a social media campaign that reaches people in their homes. Online forums are another good way to reach people that would not be willing to come to a commission or council meeting. The idea is to meet people where they feel comfortable and show them that their voices are important, and that the City cares what they have to say.

8. Have you completed bias training? If so, please specify.

I have not but I would be happy to do so. This seems like a wonderful idea.

From: [No Reply](#)
To: [Leatherwood, Heidi](mailto:ssimmons@bpwcolorado.org); ssimmons@bpwcolorado.org
Subject: Human Relations Commission Application
Date: Wednesday, February 14, 2018 9:07:41 PM

HUMAN RELATIONS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Carmen Atilano (303)441-3141

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.

Requirements and Expectations

Human Relations Commissioners generally serve five-year terms. Members of the HRC must be willing and able to give time and talents. More specifically, members of the HRC are expected to:

- Read distributed materials before each meeting
- Participate actively in monthly meetings (usually three hours in length and generally scheduled on the third Monday evening of each month)
- Devote at least 10 hours per month, and often more, to Commission matters
- Serve on various committees
- Assume a leadership role on the commission at some point during one's term
- Attend HRC sponsored functions and community events, and generally be a public presence for the human relations issues within the community
- Stay abreast of human rights and community relations issues at the local, regional and national levels

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.

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Work Phone:

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Occupation: Retired/non-profit volunteer as of now

Place of Employment / Retired: Retired/on Disability

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 2013

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I would first like to place a lens on my words before I start with my answers here. I am a senior disabled woman with a service dog. We have trouble almost daily in our city with people that hassle us/me about my dog in stores and other venues. I wish to add that experience to all I do on the commission, if I am chosen. On to the answers!

I have served as Grays Harbor Water District #1 Commissioner for 4 years (actually working there over 5 years), obtaining a 6.7 million dollar low interest grant from the Public Works Trust Fund for Water to rebuild our water system of over 800 hookups. I unseated and removed the commissioners that were breaking the Dept of Health regulatory laws (along with the secretary) and took over the department. I ran for commissioner-winning that seat/chair. The Dept of Health fined our water system \$31,500 for testing the water at the pump house instead of in the system. The water operator was taken to court and I defended him, as he told the truth and broke the story in the media. The way to mitigate that was getting a certification in water distribution management-which I did and agreed to follow the rules (under supervision) for a minimum of three years/proving that we were following the laws. I was an unpaid worker for over a year, getting the system back up and running. We were on a major Washington tv station (King 5) explaining what happened and how we were taking charge to finally obtain safe, clean drinking water for our rate payers. Much longer story!

I was with Grays Harbor County Fire District #11 as Assistant Chief/Fire Fighter/EMT for 13

years (with training in NIMS/FEMA/Scene Command). This is where I was injured twice on duty, causing my disabilities-titanium rods in my lower back and asthma from smoke inhalation even with the proper gear on at all times. I also managed many departments of large corporations in Washington. (I grew up in Colorado, left and CAME BACK!) I owned a vacation rental business for over 15 years (BeachyDay Vacation Cabin Rentals and the Fantasy Cabins) and was Manager/CEO for that, heading up tourism and working on all of the Chambers of Commerce. We owned 6 cabins and managed a total of 35, starting a new climate in the coastal region that brought badly needed tourism dollars to a hard-hit area for the economy. We were the first on the coast to do this type of business and there are MANY now.

Business and Professional Woman of Boulder President/BPW CO Advocacy Vice President and member for over 4 years. My work is to help women in their lives-personally, politically and professionally. Our local chapter (and state advocacy) works on Cities for CEDAW (the convention on the elimination of all forms of discrimination against women/girls) and donates bus passes to victims of violence at Boulder SafeHouse, work on ERA efforts nationally (even though we passed it in Colorado many years ago), research regarding equal pay that was signed off by the governor of Colorado in April of 1955! We have events benefiting women/teaching them skills to use in the workplace and their community/families. I formed a BILLS Committee with Senator Evie Hudak so that we have a voice on all bills that affect women in our state-taking our votes for each bill to the Women's Lobby for lobbying for our group. Boulder is the best chapter in the state in my opinion! You will all get an invite to our International Women's Day event on email soon. March 8 at the View of the World Gallery/Boulder. Hope some of you can come. I am doing security as well as two tables for non-profits. (we are honoring the three Boulder County Commissioners)

Vista Village HOA Board member/legislative team-Our Boulder modular home parks have been struggling for years with issues around retaliation and unfair treatment from owners/managers. Our park's HOA took the lead on obtaining ordinances with our amazing City Council members to help give us rights to live in our homes without fear. We don't have to move our homes with a 5 day notice now, we have a way to mitigate and work with the city/park managers to solve problems instead of being bullied and evicted. We have many rights we did not have before! All the parks are benefiting from the hard work we all have done together. We formed the CMOB group that combines all parks in Boulder to work together and move towards new legislation statewide for our parks/homes. I am proud to serve on this board and we have had city council members attend our events as well as had them with us when we did our BLOCK PARTY in September 2017. That was great since we got all the items from the city/Brenda Ritenour. We had four non-profits including a Spanish speaking group to help us communicate with each other. There is a great project with Manuela Stewart Sifuentes that meets soon for Vista Village to put Latino people from our park with English speaking people! We are excited to help head that up in our city and communicate better for a better future for all of us! We can also support our wonderful neighbors regarding the retaliation going on in our park. It's a win-win!

TimeBank Boulder Board member/Marketing Chair-I have worked on this unique way of 'banking time' in a new economy, to share with others in our community. The idea is to work for each other and bank HOURS, then you can use that to obtain what is needed for each of us and the community. We have many people, ethnicities and religions in our great TimeBank here. There are time banks all over the world and we are proud to help Boulder County with ours. I am on the board to promote getting more members to help more community members

that need us. It is very rewarding and we meet a lot of people doing this work. We also partner with other non-profits to help everyone we can.

A note here-I met Nikhil Mankekar at the HRC when we brought forth the Cities for CEDAW information for a resolution. He went above and beyond for our cause and taught myself/task force a lot about the HRC and city of Boulder. I started attending meetings regularly, which I still try to do-barring other meetings. He got me interested in the Council again and helping our community in a grass roots manner. I applied for HRC on the last run with his encouragement. I would not be applying for these positions had he not gotten me involved in events and helped me learn what you all do that is so great! I also feel that there is a huge deficit of voices and advocacy for the elderly and disabled in the city and on HRC, who hasn't had a member to represent those experiences directly in a VERY long time, if at all.

2. Have you had any experience(s) with this Board or the services it oversees?

I have brought forth with UNA BC, Cities for CEDAW (The convention on the elimination of all forms of discrimination against women/girls) for a Resolution to the city council of Boulder, who referred us to the Human Relations Commission back in September of 2016. My task force: Colorado for CEDAW at www.cedaw-colorado.org worked diligently with the HRC/staff and Council to bring forth a resolution in October of 2017. I am working on 11 cities in Colorado for CEDAW. I also am involved with the homeless (watching all sides involved) and have attended meetings regarding how the city is dealing with this issue-including the most recent HRC meeting where a staff member went over last years' data regarding homelessness. It was fascinating! I attend meetings when I can and enjoy hearing people's (Right Relationships with Boulder Native People) stories. I have attended meetings/gatherings for these indigenous peoples-bringing the Arapahoe people to Boulder for communications, as well as the local people who already live here like the Apache and Lakota. I attended and had a tent for the Pride Fest and have many friends as well as family in the LGBTQAI community. I work with women/girls in Boulder County and reaching further as time allows, to help with understanding rights and issues before them in our time. I have been involved in the Women' March and speakers to looks at strategies moving forward after the march. This fits in with with HRC values as well.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have worked with the council and HRC on several issues and have worked through them. For instance, Cities for CEDAW had many questions and issues to resolve. My task force of BPW Boulder, Veronica Hrutkay and our interns with UNA BC worked to resolve those issues, present facts and show how a resolution/ordinance would be a good thing for the city and the people would see MORE of what the City of Boulder does for its citizens, supporting them more than most any city-definitely in Colorado. I have also come to the city of Boulder for issues with the Modular Home Parks in Boulder. There are many of us and we needed protection from the owners/managers of these parks, where a large population are low income, handicapped (like myself), older and need help communicating their needs. We obtained ordinances on 4 or

5 subjects that ended up as ordinances. It took a lot of going back and forth with petitions and numbers/figures and stories of abuse to get those ordinances passed. We feel truly blessed that the city stood by us through this process. Also, Senator Kafalas is working with us regarding rights of Modular Home OWNERS in Colorado (as well as Edie Hooten, KC Becker and Jarid Polis). We are working on a Sunrise bill that would protect us from greedy land/park owners and try to keep where we live 'affordable'. That has taken a lot of patience and many more years of hard work/debate with different representatives all along the way. We educate, remain patient and work hard. I do that well.

I have many years of management and training to listen and be patient. Documentation and facts always help, but there will always be emotions to work with. Always. I am very good at working with emotional humans that do NOT have patience and do not have facts, just feelings. They are valued as well. I don't like people that personally threaten us in political positions, however. I believe there should be a support system for political positions when the possibly mentally ill step in and do unfavorable things to us. Retaliation for their ideas is not necessarily a good thing to deal with, as I have in the past. We need to support our elected and appointed officials here and all over our country.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I cannot even imagine what a conflict would be. I worked on Cities for CEDAW resolution and it went through. I will work on the ordinance with our task force and I do not think that is going to be a problem either way. I enjoy all the commissioners on the HRC and have met that have any issues. If we did something to hurt seniors with disabilities it might be a problem for me!

I am ready to jump on a board and do good things with Boulder.

5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges?

The homelessness in Boulder, races/events and ideals around these, LGBTQIA people and their events can be a challenge and indigenous peoples in our city that feel they are not being addressed in our current Boulder environment.

I believe they are already working on these issues now! I was at an HRC meeting in January where a staff member went over homelessness stats and a discussion was had. The chair asked if we ever turn anyone away from a shelter. The answer was no. I get emails from the BRW group and track all of that daily as well as a new group that is now forming.

For races I think educating people via festivals and events so that we all get to know one another. Senator Rhonda Fields (African American) stated in our BPW Colorado Mid year legislative convention--that we need to invite people to lunch or dinner and get to know them so that we look out into our meetings/commissions and can see people like us out there working side by side with us every day.

Indigenous peoples are asking for more invitations and clarity on coming back to Boulder. They were removed many years ago. Most are living elsewhere, but some are still here, like the Apaches and Lakota. The Arapahoe are based out of WY. I think we need to continue our work on this to rename places in town and honor all of these people as well as our current ones. I am a member of the Right Relationships with Native Peoples and hope to see forward movement soon for all.

I also learned about all of these meetings and gatherings from Nikhil Mankekar on HRC. He has taught me a lot about our City and how it works from his lens as a minority.

6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish?

I talk to Nikhil and have spoken to other members as well as Carmen about the HRC and it seems very important and interesting. I feel I could add that new filter for seniors and disabled people in our community. I could help serve that population in my seat if chosen. I hope to jump in and work with what ever comes my way as well as whatever is there already. I look forward to going to the events/festivals that support our citizens, no matter who or what they are! This is a passion with me and I think in time I could accomplish a lot! I don't worry about things happening as fast as I like them to, because it just doesn't go that way. I am ready to start digging in.

7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups?

Interesting question as in my Midyear Legislative Conference Feb 9-10. We had a panel discussion with Senator Rhonda Fields (African American), Senator Lucia Guzman (Senate minority leader-Latino/Lesbian) and Iman Jodeh (Muslim/Palestinian) MPA. Our theme, planned by our Senator Evie Hudak was called 'How to Better Support Under- Represented Women. What a great discussion! They each spoke and we asked questions to better understand what we could do in our chapters and communities. They had valid points about our group in that there were no people that looked like any of them. Also, Senator Fields suggested we invite people of other races/religions, etc. to our chapters, communities and homes for lunch sometime, getting to know them on the same level. Learn about everyone. We are all together in this! It brought up some great questions and thoughtful responses.

With that said, if we all get involved via the HRC and other community groups, we can change our city tiny bit by tiny bit. One step at a time! This has been difficult for many years and I remember marching/protesting when went to Boulder High School 1970-73. There were very few under-represented groups back then. People of color and looking different than us were mainly at CU and not much in our community. Now we have a much more diverse community, including more homeless people. I am particularly worried about women and families in this area. Everyone is important, but that area of population is weaker and needs more help sometimes-a hand up. There are programs and I understand it from Mr. Mankekar that help these people, but it is not always easy due to mental illness, age or background. What is the story? So many stories. I am sure that HRC can continue to help the city work towards a less complex environment, if we keep working at it. Boulder has so many great laws and

ordinances in place to help and I will learn as fast as I can to move forward with the other members of the HRC.

8. Have you completed bias training? If so, please specify.

Yes, many times. US West/Qwest, Grays Harbor Fire District #11, Westport Fire, Grays Harbor Water District #1, Shoalwater Bay Casino and Business and Professional Women of Colorado. Those are just a few. To be a fire fighter/EMT you cannot see color, race, nationality, sex or sexual preference on any call. It cannot be tolerated. I have known members who had to get retrained or step down due to pre-conceived notions. We had training every year in the fire service.

From: [No Reply](#)
To: [Leatherwood, Heidi; namiknows@gmail.com](mailto:namiknows@gmail.com)
Subject: Human Relations Commission Application
Date: Monday, January 29, 2018 6:30:01 PM

HUMAN RELATIONS COMMISSION



Annual Application 2018

Date:

Staff Liaison: Carmen Atilano (303)441-3141

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.

Requirements and Expectations

Human Relations Commissioners generally serve five-year terms. Members of the HRC must be willing and able to give time and talents. More specifically, members of the HRC are expected to:

- Read distributed materials before each meeting
- Participate actively in monthly meetings (usually three hours in length and generally scheduled on the third Monday evening of each month)
- Devote at least 10 hours per month, and often more, to Commission matters
- Serve on various committees
- Assume a leadership role on the commission at some point during one's term
- Attend HRC sponsored functions and community events, and generally be a public presence for the human relations issues within the community
- Stay abreast of human rights and community relations issues at the local, regional and national levels

Meetings are held the third 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.

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United States

Home Phone:

Mobile Phone: (516) 639-7262

Work Phone:

Email: namiknows@gmail.com

Occupation: Stay at home parent

Place of Employment / Retired: Self

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 2008

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a graduate of People Engaged in Raising Leaders (PERL), and I am on the board of Safehouse Progressive Alliance for Nonviolence (SPAN). Every SPAN board member is required to take a volunteer training with covers anti-oppression, anti-racism, and intersectionality. In 2014, I founded a parenting group called Boulder Parenting in Diversity. We have 350 members and are committed to raising our children in an inclusive Boulder by educating ourselves to be more aware adults. I believe my relationships with underrepresented people in the community make me an excellent candidate for this position, as does my training with PERL and my experience with SPAN.

2. Have you had any experience(s) with this Board or the services it oversees?

As a woman of color in Boulder, I have experienced a great deal of discrimination and have interacted with this board when seeking advice on how to approach these interactions. I also work closely with the Boulder's chapter of Showing up for Racial Justice (SURJ), and I often meet people who are working on projects in tandem with board members, such as the renaming of Settler's Park.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I'm currently enrolled in a civics course for adults called Family Leadership Training Institute. It is a cohort of 20 adult students and several facilitators who come together to discuss family involvement in local politics. We disagree all the time in that class, and one example in particular sticks out. We were doing an activity in pairs and talking about the "cliff effect," when families lose services such as medicaid and SNAP benefits if they take a small pay increase. My partner felt people should not take the pay increase because the work involved in getting basic needs met through community centers was too much to ask from already stressed parents. I felt the aim was to get out of poverty, and thus to make it as easy as possible to access services such as the Circles Program, though this is very resource intensive. In the end, it was so close to our hearts, and we both became tears and emotional. We decided we could not fault either choice but would always make sure to do our best to give every family equal access to both options.

4. List all potential conflicts of interest you might have with respect to the work of this board.

At this time, I cannot think of any 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?

At this time, Boulder is not an inclusive place for people who are low income, unhoused, not white, disabled, transgender, not educated in a traditional western school, and in some cases it can be oppressive towards children and the elderly. It is also built on Native land. The HRC can center the voices of women of color in public discourse, continue to work with the city to end the inhuman "camping ban," make sure buildings and businesses are accessible, be sure business owners who display "everyone is welcome here," signs actually take anti-bias training, hire trans and disabled people, and pay a fair wage. The HRC can also ask our many startups to become flexible about the credentials required to hire a person, so long as that person is a good fit for the job. I also see a place for enhanced anti-bias and anti-harassment training in our startup community.

6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish?

I believe I represent an otherwise underrepresented and often invisible group of people here in Boulder. I'm a woman of color whose family lives at the federal poverty line. I also am connected to many others like myself through the various organizations with which I work, and I wish to authentically represent them all in this capacity.

7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to underrepresented groups?

You'll have to bring the HRC to us instead of asking us to come to you. Make it clear you are open to invitations and then come to our holiday parties, celebrations, soccer games, and be in genuine relationship with us.

8. Have you completed bias training? If so, please specify.

Yes. I've completed SPAN's training as well as Safety Pin Box. PERL also had an anti-bias session.

From: [No Reply](#)
To: [Leatherwood, Heidi; belz@belzarch.com](mailto:belz@belzarch.com)
Subject: Landmarks Board Application
Date: Monday, February 5, 2018 10:21:27 AM

LANDMARKS BOARD



Annual Application 2018

Date:

Staff Liaison: James Hewat (303) 441-3207

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 has four main roles:

- review of individual landmark and historic district designations, recognizing properties as Structures of Merit;
- review of Landmark Alteration Certificate (LAC) applications for exterior changes to locally designated properties, and review of demolition applications for non-designated buildings over 50 years old;
- design review of LAC applications requires the largest time commitment of board members, with monthly board meetings and packet review (4-8 hours/month);
- weekly Landmarks design review committee (LDRC) meetings (12-16 hours/month).

The [Historic Preservation Plan](#), completed in 2013, provides an overview of the program.

Regular Landmarks Board meetings are held the first Wednesday of the month at 6 p.m. in the City Council Chambers.

Composed of two Landmarks Board members and one staff member, the LDRC meets each Wednesday morning between 8:30 a.m. and 12 p.m. The five Landmarks Board members rotate on a 2 months on/1 month off schedule.

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.

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Email: belz@belzarch.com

Occupation: architect

Place of Employment / Retired: self employed

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Oct 1977

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

1977 Bachelor of Arts in fine arts/art and architectural history. New College. Sarasota, FL

1987 Master of Architecture University of Colorado/Denver

1981-1984 Board of Directors Boulder Center for the Visual Arts (now BMoCA)

2000-2003 Board of Trustees Bixby School

2002-2008 Visual Arts Committee Chair--Dairy Center for the Arts

2002-2008 Board of Directors--Dairy Center for the Arts. Board President 2003-2004

2004-2012 Jersey Coordinator--Boulder Hockey Club

2010-2013 Board of Directors--Flatirons Habitat for Humanity

2. Have you had any experience(s) with this Board or the services it oversees?

In May 2008 I purchased 819 6th St. I joined with Historic Boulder to get this property listed as in Individual Historic Landmark. In October 2008, the City landmarked the residence as the LaBrot House. I then renovated the residence and designed/constructed an addition and received an Historic Preservation Award from the City in 2009 (That was positive!!)

My experience working with Historic Boulder, the historic preservation staff (James Hewat) and the Landmarks Board couldn't have gone smoother. And although neighbors were, initially, opposed to my plans and the landmarking, they all became supportive after personally meeting with them and engaging them in the plans and execution of the project.

I applied for this Board last year but was not appointed.

Over the past year, I have been attending as many of the Landmarks Board meetings as possible to familiarize myself with the process and the projects coming before them.

I also have a neighbor who had an accessory building being reviewed by the Board. I met with her to come up with options and also spoke at the public hearing regarding this structure.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

While serving on the Board of the Dairy Center for the Arts, there were often differences of opinions amongst staff, Board members and the Resident Organizations.

When involved in situations with stakeholders representing these differing or opposing viewpoints, I have found that careful, ACTUAL listening, facilitation and compromise can lead to win-wins for all.

4. List all potential conflicts of interest you might have with respect to the work of this board.

As an Architect/Developer/Realtor, there may come a time when a project I own or am working on with clients, comes before the Board. As such, I would make the rest of the Board aware of said conflict and recuse myself from any meetings. I would stress to the other Board members that the project before them should be reviewed on its own merits/demerits, without any influence given to my ownership/participation in said project.

On another note, I have been nominated to the Board of Historic Boulder. I explained to them that I was applying to the City Landmarks Board and that would be a conflict of interest. Historic Boulder votes on new Board members on Feb 27 which is after the deadline for the City Board, but before the City Council has interviewed and made appointments. Historic Boulder has encouraged me to apply to the City Landmarks Board, and if I am appointed, they understand I would not take the position at Historic Boulder.

5. What things can historic preservation and landmark designation 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.

Boulder has been going through a building boom and property values have skyrocketed. Many property owners and/or real estate investors/developers want to get the highest and best use for their property. We as a City, have to be careful to weigh the plusses and minuses of preserving historical context and character and individual property rights AND addressing the needs of the City and its constituents.

The City needs buy-in from constituents and there needs to be consistency in the decision-making process. That can be difficult to achieve when a property of questionable architectural and/or social value is landmarked against an owner's wishes (747 12th St) while at the same time proposing a partial demolition/relocation of an ALREADY landmarked structure. (Glen

Huntington Bandshell).

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts?

Perhaps certain building permit fees or excise taxes can be waived or reduced to encourage preservation of potentially landmark or contributing properties. Many times the money needed to preserve (both cosmetically and structurally) along with the high permit fees/excise taxes makes a project economically unfeasible.

Also, perhaps other zoning provisions (i.e. setbacks, lot size) could be more easily waived or adjusted to preserve a landmarkable or contributing structure.

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 as it relates to improving energy efficiency in historic buildings?

It is important to preserve unique, individual structures in a City to show a "history" and a cultural fabric. At the same time, it is necessary to figure out a way to preserve such threatened structures while being able to update them to meet sustainability criteria. Demolishing an existing building brings up the question of embodied energy/re-use vs. less expensive new-build/technologies. Since in many cases, re-using buildings and updating them to today's energy codes require a substantial amount of money, perhaps there could be financial incentives (money or fee/tax waivers) to help achieve this goal.

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?

Honestly, none. However, I have some strong feelings about the matter of historic preservation as learned through both my education and personal experience as an architect.

My first experience was in undergraduate studies of architectural history, particularly the work of Paul Rudolph, who had started his career in Sarasota, FL (where I was in undergrad school). Many of his early homes were destroyed or deteriorated. I helped my professor document these structures through my research and photography.

In Boulder, where land to expand does not exist (or exists in very small measure), owners or developers wish to build to highest and best use (that usually is dictated by money in their pockets as opposed to preservation of an existing building. Also, many older, smaller homes may not meet the demands of a growing family.

If historically important buildings are not preserved in Boulder, it could become a one-note city in terms of design/form. Things that make a City interesting include a variety of architectural styles, density, heights and uses. Boulder, being a relatively new town in the

context of years in existence, has overall, done a great job of saving and landmarking individual buildings and districts. It will be imperative moving forward, to preserve what little "architectural history" we have and not have all areas/neighborhoods be up-zoned , bulldozed and built out to the max.

By the same token, there needs to be a balance with individual's property rights. It is a tricky balance to achieve.

9. Since there are specific and considerable time commitments for Landmarks Board members, we want to be very clear about these responsibilities. Are you able to make the required monthly time commitment as of 16-24 hours per month; this consists of:

- **a monthly Landmarks Board meeting (the first Wednesday of every month starting at 6:00 p.m. and typically goes to 10:00 p.m.)**
- **a weekly Landmarks Design Review Committee meeting (Wednesdays from 8:30 a.m. to 12:00 p.m. – rotating with other board members), and**
- **time for reading, research, and staying in touch with what is going on (typically via email/phone calls).**

Yes. I spoke with Ron Pelusio to get a real feel for the time commitment before deciding to re-apply. I have given considerable thought to my current commitments and schedule and can confidently make this commitment.

From: [No Reply](#)
To: [Leatherwood, Heidi; toddconklinjr7@gmail.com](mailto:toddconklinjr7@gmail.com)
Subject: Library Commission Application
Date: Thursday, February 8, 2018 1:59:03 PM

LIBRARY COMMISSION



Annual Application 2018

Date:

Staff Liaison: Maureen Malone (303) 441-3106

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.

Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

[Library Commission Job Description](#)

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

Name: Todd Conklin Jr.

Home Address:

2800 Aurora Avenue

Boulder CO80303

United States

Home Phone:

Mobile Phone: (720) 281-7809

Work Phone:

Email: toddconklinjr7@gmail.com

Occupation: Undergraduate Student

Place of Employment / Retired: University of Colorado Boulder

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2017

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have served in the legislative branch of the University of Colorado Boulder, a polity that controls and appropriates \$24 million in student fees. I was also appointed to the University of Colorado Boulder's Appellate Court, which serves as our Supreme Court, overseeing elections and issuing rulings on the constitutionality of legislation. I have experience in governing at the University/Student level, and I believe that will translate well into being an effective member of the Library Commission.

2. Have you had any experience(s) with this Board or the services it oversees?

I have researched the issues regarding the board, and I am actively planning to meet with Board members to gain greater insight into the functioning of 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.

Working with Judicial branch members to craft official opinions on behalf of the Appellate Court can be a contentious process. Each justice strives to assert their own opinion, and this is conducive to disagreements. This process requires compromise and negotiation. I mitigated these disagreements by agreeing to compromise in some areas, while holding firm in other areas, so that a consensus could be reached.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I would have no conflicts on interest with respect to the work of this board.

5. Have you participated in other community organizations? Please describe. How has your involvement in the community led you to applying for the library commission?

I have interned for State Senator Steven Fenberg, who represent Boulder in the State Legislature. I also serve as a Justice for the Appellate Court of the University of Colorado Boulder. I believe that it is a citizen's duty to be actively involved in their community. These

experiences and beliefs have led me to the library commission, in the hopes that I can help improve BPL for it's citizens.

6. Have you reviewed previous library commission meeting minutes, or documents related to the current Library Master Planning process? What thoughts do you have about recent decisions and/or plans?

I have reviewed various documents regarding the library commission, and my main concerns relate to the critical funding problem regarding the Boulder Library System. I believe that the problem can be solved by increasing revenues or reallocating funds within the library system itself.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills. What's your vision for the future of our library?

My vision for the future of Boulder Public Library is one that is supplanted with an increase in funding as a result of a tax increase, creation of a regional library authority, creation of a regional library district, or a reallocation of funds to supplant to BPL budget.

8. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints?

In order to ensure the continued success of Boulder Libraries, changes need to be made. Boulder Public Library currently receives 1 million visitors annually, a number that serves a testament to the popularity of Boulder Public Library. I believe that the Boulder Public Library system is underfunded, and understaffed. The Boulder Library system has fewer employees than it did in 2001, and it's budget of \$8 million is no longer sufficient to maintain the high standard that Boulder libraries are known for. The public's desire for a North Boulder Library branch has put even more strain on the critically underfunded and understaffed system. The Boulder Library Commission sent a letter to City Council stating that even if this new library is properly funded, cuts would still have to be explored due systemic underfunding. Several solutions to this problem are a regional library district, a regional library authority, a tax increase, or reallocating funds to the Boulder Public Library System. Managing the public's priorities can only be done with an increase in funding and staff. Without this, the public's priorities cannot be properly managed.

9. Some members of the public perceive that the library has a problem providing a safe and secure environment. How do you propose to balance concerns regarding safety and security with providing "free and open access" in a public setting?

Safety and security is multi-faceted dimension, families and individuals need to feel safe, while at the same time we must acknowledge that the library is a public space, and at times the library serves as a refuge for homeless and transient people from the cold. To

ensure that everybody feels safe in the library, programs need to established to help the homeless so that the root of the problem is addressed.

From: [No Reply](#)
To: [Leatherwood, Heidi; dsthailey@yahoo.com](mailto:dsthailey@yahoo.com)
Subject: Library Commission Application
Date: Wednesday, February 7, 2018 8:01:21 AM

LIBRARY COMMISSION



Annual Application 2018

Date:

Staff Liaison: Maureen Malone (303) 441-3106

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Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

[Library Commission Job Description](#)

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

Name: Deborah Hailey

Home Address:

3061 29th St #202

BoulderCO80301
United States

Home Phone: (303) 999-6609

Mobile Phone:

Work Phone:

Email: dsthailey@yahoo.com

Occupation: School Librarian

Place of Employment / Retired: retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1969

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

MA Instructional Technology CU Denver
Decades of experience with education, literature and libraries
Commitment to Boulder's continuing excellence

2. Have you had any experience(s) with this Board or the services it oversees?

I have followed the library and its programs with interest and involvement for many years, as a loyal patron and Boulder citizen.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I am trained in and practice conflict resolution and peace-making in all aspects of my life, resolving many disagreements through non-violent problem solving techniques. Listening is the beginning.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I currently work part-time at the Longmont Public Library.

5. Have you participated in other community organizations? Please describe. How has your involvement in the community led you to applying for the library commission?

Recently retired, my interest in community organizations is only beginning to bloom. I currently volunteer with the YWCA's Reading to End Racism program. Libraries, reading and learning are my lifelong passions.

6. Have you reviewed previous library commission meeting minutes, or documents related to the current Library Master Planning process? What thoughts do you have

about recent decisions and/or plans?

Yes. I am interested in the new Master Plan and the current discussion on forming a library district, as well as the expansion of library branches.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills. What's your vision for the future of our library?

I see libraries as the hub and heartbeat of a living community. The Boulder Public Library leads the way to innovation and engagement while providing an antidote to isolation. The possibilities are infinite.

8. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints?

Balance and compromise with an ever enthusiastic eye on the future, plus a strict stance on limiting waste of our time and money is a reasonable management model. The library must be flexible and responsive to the public's needs.

9. Some members of the public perceive that the library has a problem providing a safe and secure environment. How do you propose to balance concerns regarding safety and security with providing "free and open access" in a public setting?

The library is a crucial resource in managing our city's homeless population. By coordinating with other services, particularly mental health and law enforcement we can maintain a safe, happy environment for all. The new homeless outreach program will help, once the facility on 30th at Valmont is established. Everyone deserves a safe, warm place to sleep and a secure place for their belongings.

From: [No Reply](#)
To: [Leatherwood, Heidi; jesykeswilson@gmail.com](mailto:jesykeswilson@gmail.com)
Subject: Library Commission Application
Date: Monday, February 12, 2018 9:13:36 PM

LIBRARY COMMISSION



Annual Application 2018

Date:

Staff Liaison: Maureen Malone (303) 441-3106

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[Library Commission Job Description](#)

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

Name: Jane Sykes Wilson

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707 Maxwell Ave

BoulderCO80304
United States

Home Phone: (701) 740-0230

Mobile Phone: (701) 740-0230

Work Phone:

Email: jesykeswilson@gmail.com

Occupation: Communication Director

Place of Employment / Retired: Wilson Wealth Management

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 2012

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Educational degrees

I have a Bachelor of Arts degree in Media Studies from De Montfort University in Leicester, England, and a Master of Arts in Communication from the University of North Dakota.

Professional Experience

I have 16 years of relevant work experience, working in several positions including at Universities, private companies, and the city of Boulder. Throughout all these positions I have managed projects, coordinated events, managed resources, set and accomplished goals, and overseen budgets of varying sizes.

Specialized Training

In 2006 I completed the Grand Forks Chamber of Commerce Professional Development Training

In 2017 I received the Mike Maidenberg Emerging Leader Award

In 2009 I completed the University of North Dakota Issues in Higher Education Leadership Seminar.

These different training programs offered experience and education in organization management, budget considerations, physical and human resource management, as well decision making and negotiating processes.

Service on governing or decision-making boards

I served on the Grand Forks Community Foundation Women's Fund board from 2009 to 2011 and on the Boulder Public Library Foundation board from 2013-2016. Following my time on the BPLF board I worked for the City of Boulder as the Boulder Library Foundation Community Partnership Manager from 2016-2017. Serving in these roles I have gained experience in project management, decision making, resource management, and fund raising.

2. Have you had any experience(s) with this Board or the services it oversees?

I am passionate about the Boulder Public Library, both in how it serves the community of Boulder and the impact it has had on my family. When selecting a location in Colorado to relocate to, I visited the Boulder Public Library and it significantly influenced my choice to settle in Boulder, as libraries have always been an aspect of the community I most value. As a Boulder resident I visit the Library at least once a week, regularly using the basic services as well as participating in children's and adult programming at all the locations.

I served on the Boulder Public Library Foundation from 2013-2016 and worked for the City of Boulder as the Boulder Library Foundation Community Partnership Manager from 2016-2017. In both these roles I had direct contact with the City, the Library Commission, Library employees, and patrons. These positive experiences have directly influenced my decision to

apply for the Library Commission.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I served and worked for the Boulder Public Library Foundation through a transformative period. Big changes were made in the way the Foundation communicated its role and delivered the message to the public, how it raised and managed funds, and its structural operations. At times there were conflicts and disagreements on how to proceed. My experience has shown that communication is the best way to move beyond a disagreement, by talking through an issue while being sensitive to each board member's past experiences, current views, and the end goal solutions can usually be found.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I don't believe I have any conflicts of interest.

5. Have you participated in other community organizations? Please describe. How has your involvement in the community led you to applying for the library commission?

My experience working with other community organizations, has shown me the value in volunteering in your community and the importance of showing up for the organizations and resources you care about. I have always been a passionate supporter of libraries, so applying for the library commission seems like a natural fit for me.

6. Have you reviewed previous library commission meeting minutes, or documents related to the current Library Master Planning process? What thoughts do you have about recent decisions and/or plans?

I have read the documents relating to the Master Plan, I have also participated in the events around the Master Planning process, including the online surveys and the Library Lab Days. I think this process has allowed the library to gain a greater understanding of the community and the library patrons, the community perception of the library, the role it plays and the relationship we have with the library. The message of the library as a place of inclusiveness is strong, and I feel a valuable communication tool.

I am excited by the future expansion plans in North Boulder and potentially in Gun Barrel. Of course, this expansion will come with challenges and considerations, but the Masterplan process allows the Boulder library to be responsive to the community's needs.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills.

What's your vision for the future of our library?

The library is the community's living room, a space that provides a wide variety of services to the community. This living room is both physical and virtual, services should meet the community where they are, and be available 24 hours a day online, but always provide a physical space for patrons to interact.

A 21st century library should be a learning destination, a place to read, a place to gather and discuss ideas, a place to interact with the arts, a place to learn about the past, a place to learn a new skill, a place to share culture, a place that challenges your beliefs, a place to feel safe, a place to see democracy in action, a place to grow.

8. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints?

I feel this is best managed by always considering that there has to be a balance. I feel the best way to approach these decisions is to base them on the advice of the staff, experience of the patrons, data generated as well as the goals of the library and the city.

9. Some members of the public perceive that the library has a problem providing a safe and secure environment. How do you propose to balance concerns regarding safety and security with providing "free and open access" in a public setting?

I feel confident that this library is currently managing this balance well. I am aware that the redesign of the main branch library space was mindful of creating an open and welcoming space that allows all members of the community to feel that this is their library. I am also confident that the staff is doing a good job of monitoring the activities of the patrons in the library. As a frequent visitor and as a mother of two young children I have personally found the library to feel safe. I have also been made aware of other's opinions and often challenge the origins of their views, in this community rumors spread quickly and are hard to correct. These public perceptions are important and need to be considered in this discussion.

All of this said, I feel that this balance needs to constantly be addressed and considered, as everything is constantly changing. For example, the additional of the new playground outside the main library branch, while this is a Parks and Rec space, the library will need to consider the way the space is used as the public will see this as an extension of the library.

Also, changes in local politics will inevitably apply different pressures to the use of the library in future years as well. In addition, the culture of America is consistently changing, for example the nationwide increase in Opioid abuse will also change the way public spaces are used and will need to be considered.

Overall, I feel the library should be an open space for all members of the Boulder community. Managing it as a safe environment takes a lot of consideration and is a responsibility of the city, the library staff, the library commission, and members of the community.

From: [No Reply](#)
To: [Leatherwood, Heidi; juliauhr@gmail.com](mailto:juliauhr@gmail.com)
Subject: Library Commission Application
Date: Friday, February 16, 2018 4:33:18 PM

LIBRARY COMMISSION



Annual Application 2018

Date:

Staff Liaison: Maureen Malone (303) 441-3106

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[Library Commission Job Description](#)

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

Name: Julia Uhr

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Mobile Phone: (303) 304-9297

Work Phone: (303) 304-9297

Email: juliauhr@gmail.com

Occupation: Student

Place of Employment / Retired: University of Colorado

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Nov 1987

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a lawyer, computer programmer, and PhD candidate in philosophy. Each of these activities is, at its best, an exercise in creative problem solving, which I consider one of my greatest strengths. I have a passion for libraries generally and frequently get into arguments over the relative merits of the Dewey Decimal System versus the Library of Congress Classification system, and as a lifelong Boulder resident, I have a particular love for Boulder public libraries.

2. Have you had any experience(s) with this Board or the services it oversees?

The Boulder Public Library main branch was a fixture of my childhood. I learned to walk in the Japanese garden and celebrated the opening of the Pooh garden. When I was thirteen, a controversial work of art called “Hanging ‘Em Out to Dry” was displayed in the Canyon Gallery. The politically motivated theft of that artwork was the first event to spark my interest in free speech, which is now the focus of my academic research. Between college and law school, I frequented the Meadows and Reynolds branches on breaks from my job as a barista, and now I often go to the main branch, for coffee, film screenings, and other events. The Boulder Public Library has been an important part of my life for thirty years, and I am applying to the Library Commission because I want to help make it even better.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I am a partner in a startup, the main product of which is a web application currently under development. A few months ago, development of the app came to a halt when the five partners were unable to agree on the web design. As the web designer and developer, I became frustrated by what I perceived as everyone else impeding my progress, so I decided to settle the issue by presenting my four partners with three different design mockups. When we all sat down to look at the mockups, it became clear that there were not as many differences of opinion as we originally thought. For example, it turned out that when one partner said he wanted a clean look with lots of white space, he actually meant he wanted a full-page image with no white space. We were able to tweak one of the designs enough that everyone was, if not happy, at least willing to proceed with it. Since then, we have made an effort to clarify our positions before getting entrenched and experiment with different options to see which work best, and development has progressed more smoothly.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I am not aware of any potential conflicts of interest.

5. Have you participated in other community organizations? Please describe. How has your involvement in the community led you to applying for the library commission?

In law school, I volunteered at Rocky Mountain PBS. I worked for their general counsel doing legal research, recommending policies to avoid copyright issues in local programming, drafting contracts, and developing a game theoretical analysis of FCC spectrum auctions.

My first semester in the philosophy PhD program at CU, I started a computer programming group where I taught basic Python to philosophy graduate students. Those students are now helping teach new students and we are branching out to include people from other departments in the humanities.

I contribute to various open source software projects. Most recently, I have been developing a series of browser games that are not winnable as coded, so the player must rewrite the code of the games to make them solvable. These games teach players about coding and the philosophy of games.

I have only recently reached a point in life where it is feasible for me to devote substantial time to public service. I am eager to do so, and I believe my skill set is particularly well suited to help BPL address current challenges and embrace upcoming opportunities.

6. Have you reviewed previous library commission meeting minutes, or documents related to the current Library Master Planning process? What thoughts do you have about recent decisions and/or plans?

I reviewed Article IX of the Boulder Charter, BRC 2-3-8, the Library Charter, the Library Commissioner Job Description, the Master Plan Draft Goals & Tentative Implementation Timeline, and the packet dated 2/7/18. Some of my comments relate specifically to innovative library functions or to safety and security, so I will list these comments under questions 7 and 9 respectively.

Overall, I support the priorities and goals expressed in these documents and am excited about the library's recent progress. I support plans to create a community garden, expand BLDG 61 programming, and expand WiFi at branch libraries to serve adjacent low-income neighborhoods.

I would suggest that the Commission consider making a five year rather than a ten year Master Plan to account for significant changes likely to occur over the next five years and provide the opportunity to reevaluate priorities sooner rather than later. Many of the goals listed relate to technology, and it is very difficult to predict what the community's technology needs will be ten years in the future.

Regarding marketing and outreach, it could be beneficial to create a social media internship. The library currently has a social media helper volunteer position, but structuring that position as an internship could make it more appealing to qualified candidates.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills. What's your vision for the future of our library?

BLDG 61 has been very successful at teaching hardware hacking and making those tools available to the public. I would like to expand on that success by adding programs to teach software development. Computer programming is an increasingly important job skill in an increasing number of industries. We could teach people programming by having them work on open source projects that benefit the library or the community, like creating a virtual reality library to browse books from home, or improving the library app. To minimize the cost of this program, we could coordinate with groups like Code for Boulder and Girl Develop It to combine resources.

8. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints?

I usually prefer the cost-benefit analysis as a tool for balancing competing interests, as long as it leaves room for a qualitative analysis of interests that are difficult to quantify. Generally, resources should be allocated to the projects most likely to maximize positive impact. Communicating with the public to understand their priorities before making a decision and explaining decisions clearly after making them is also important for maintaining a productive relationship with the community.

Having more money also makes budgeting decisions easier, and the library needs strong advocacy for increasing the amount of general fund money allocated to the library or creating a library district if we determine that to be the best option. It could also be beneficial to explore fundraising options like holding an annual book-themed gala, marketing the main branch as a wedding venue, selling tickets to spend a night in the library Mrs. Basil E. Frankweiler-style, or selling subscription boxes of retired library books.

9. Some members of the public perceive that the library has a problem providing a safe and secure environment. How do you propose to balance concerns regarding safety and security with providing "free and open access" in a public setting?

I do not have enough information to make specific recommendations. However, I would approach the issue by first determining whether the perception of a safety and security problem is accurate. Have there been reports of physical violence, harassment, or threats of violence at the library? If so, what is the frequency and severity of incidents, and how many individuals are responsible for inciting them?

If people face a substantial risk of physical harm in the library, it may be necessary to

hire more than one full-time security guard, even at the expense of cutting library programs. On the other hand, if the perception of a safety problem is unfounded, educating the concerned public might be a better solution.

In the “comments on safety or homelessness that were collected during Master Plan community engagement,” one community member stated that “Participants feel that the Library should be a place to be safe and feel safe. A safe place for everyone – for young families, for teenagers, for adults, for seniors to gather,” (packet page 31). This statement concerned me for two reasons. First, there is a difference between being safe and feeling safe. While the library can and should ensure the safety of library-goers, it is not practicable for the library to take responsibility for the emotional state of every individual in the library. Second, while I agree that the library should be a safe place for everyone, “everyone” must include homeless people as well as young families etc.

This question’s use of the word ‘balance’ suggests the commission wants to compromise between the position that everyone should feel safe in the library and the position that the library should be open to everyone. Unfortunately, no compromise is tenable in this situation. First, the library has little control over the feelings of library-goers. Second, the library has a duty as a public facility to make its resources available to everyone. Third, making everyone feel safe is a logical impossibility if something necessary for one person to feel safe makes another person feel unsafe. For example, if a young family feels unsafe in the library if a homeless man is there and the homeless man feels unsafe if he is asked to leave the library, it is not possible for all parties to feel safe in the library simultaneously.

Moreover, if the public library wishes to act as a public forum for civic engagement and dialogue (as suggested in the Programs and Services Goals section of the Draft Master Plan), the library cannot commit itself to maintaining the emotional comfort of participants in civil discourse. Historically, free speech has made people more uncomfortable than almost any other political institution. Understandably, no one enjoys being told their opinions are wrong. Avid disagreement in some cases even makes people feel unsafe. Nevertheless, democracy and civil discourse cannot thrive in the absence of free speech, and the library cannot support free speech by making itself available as a public forum without an uncompromising commitment to making that forum available to all members of the public, including the homeless.

That said, I am optimistic that the tension between different groups of library-goers will provide an opportunity to start a productive dialogue and strengthen the community. To elucidate the issue further, we should acknowledge a distinction between feeling unsafe and feeling uncomfortable and try to determine more specifically which negative feelings community members are experiencing and what is causing those feelings. This will help to inform a discussion of how to make things better.

For example, if the biggest issue is that some library-goers smell offensive to others, the most efficient solution might be to install a shower and washing machine. On the other hand, if the biggest issue is that some library-goers simply dislike homeless people, it might be helpful for the library to facilitate a conversation aimed at increasing understanding and communication between different groups on issues of homelessness, mental illness, etc. Whatever the underlying issue is, we should start by defining it as precisely as possible, then work to alleviate tension without compromising essential

values, so the library can remain a keystone of our democratic society.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); andy.sayler@gmail.com
Subject: Library Commission Application
Date: Sunday, February 11, 2018 11:24:42 PM

LIBRARY COMMISSION



Annual Application 2018

Date:

Staff Liaison: Maureen Malone (303) 441-3106

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.

Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

[Library Commission Job Description](#)

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

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Occupation: Senior Security Engineer

Place of Employment / Retired: Twitter

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2011

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have a number of experiences that would allow me to act as an effective Library Commission representative. As an undergraduate I spent two years serving as the elected General Manager of a community radio station. This role involved overseeing a 15-member executive board running a 200-staff-member FM station broadcasting to the greater Boston area. In grad school I spent two years as the chair of the IT Student Governance Board. This board represented the student body in providing input on University-wide technology initiatives. I currently sit on the Program Committee for the Research Conference on Communications, Information, and Internet Policy (TPRC), an annual technology and policy conference held in Washington, DC. In this role, I help lead the solicitation and selection of the content that will appear in the conference.

I have also undertaken public policy efforts in areas relevant to the Boulder Public Library and its mission. I served as a technologist with the Samuelson-Glushko Technology Law & Policy Clinic at CU Law working on issues related to US copyright law. This work included advocacy aimed at protecting the fair use rights of various minority stakeholders including independent filmmakers, the blind, and computer security researchers. As part of this effort, I testified before the US Copyright Office in support of related Copyright Act rulemaking changes. I continued this work by spending a summer serving as a policy technologist at the Center for Democracy and Technology in Washington, DC. At CDT, I worked on projects related to copyright law, privacy rights, and the regulation of technology.

Beyond my leadership and policy experiences, I also hold a doctorate in Computer Science from the University of Colorado with a focus on information security and privacy. I currently utilize this expertise in my role as a senior security engineer at Twitter. The library deals with a multitude of issues related to patron privacy, security, and technology, and I am well equipped to advise on these issues.

2. Have you had any experience(s) with this Board or the services it oversees?

I have admired the Boulder Public Library since before I moved to Boulder in 2011. It was, in fact, part of what brought my partner and me to Boulder in the first place. During my first five years in Boulder I lived within walking distance of the main library and enjoyed regularly visiting the library to check out material, peruse the art gallery, and read in the stacks. I now live in North Boulder and am a frequent patron of the North Boulder Corner Library. Over the years I have enjoyed watching the library grow and expand: adding a cafe, makerspace, and undertaking a variety of unique programming ranging from independent films to education events. The Library Commission and library staff have done an excellent job modernizing the

library and ensuring it has remained relevant in an age of rapid and dynamic change. I would welcome the opportunity to help continue that work.

In addition to being a patron of the library itself, I applied to join the Library Commission last year, have attended a Library Commission meeting, and keep up with library events including the ongoing master planning efforts. I am acquainted with David Farnan, the current Library and Arts Director, and have worked with him on efforts to attract technology and maker events to the Boulder Public Library. I also consider outgoing Boulder Library Commissioner Alicia Gibb to be a role model and colleague, and have joined her as an invited panelist at several CU Law events.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

Serving as the General Manager of a student and community radio station provided ample opportunities to mediate disagreement. Perhaps the most notable was the ongoing need to balance the desires of student DJs with those of the station's community DJ membership. The clearest example of this tension was in the selection of on-air time slots for all DJs. The station's community DJs tended to serve the station longer than the students and were thus responsible for many of the station's most popular shows. Student DJs, on the other hand, were solely responsible for funding the station's operation via student fees. Equitably awarding showtimes to these two constituencies proved a long standing challenge for the station.

To improve this situation, we set out to create a more transparent and fair system for showtime assignment. To balance both community member and student interests, we devised a system of awarding showtime based on the number of volunteer hours each staff member provided over their tenure at the station, weighing more recent volunteering contributions more heavily than further past ones. This weighted system balanced the seniority of community members with the contributions of the more junior students, while allowing both students and community members to transparently improve their standing by volunteering more frequently. Our solution also included special allowances aimed at protecting the station's diverse programming, helping to ensure that groups such as Boston's large Haitian community had the opportunity to offer Creole-language programming at a consistent time each semester.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not foresee any significant conflicts of interest to serving on the Library Commission. That said, there are several factors that do pose a minor risk of presenting conflict:

+ I am an employee of Twitter. As such I have a duty to protect the interests of Twitter, its users, its customers, and its investors. While I find it unlikely that these interests will ever present a conflict with the Boulder Public Library, should such a conflict arise, I would recuse myself from any Commission decisions entangled in the conflict.

+ I am active in several technology-related public policy and legal communities, including the Colorado Electronic Frontier Alliance (a local offshoot of the EFF) and a variety of ad hoc

public policy efforts. Occasionally these efforts involve issues related to US copyright law, Internet access rights, and related topics that may also have a bearing on the Boulder Public Library. While it is natural for my position on these issues to be reflected in any role on the Library Commission, should a direct conflict of interest between my work on the Commission and my current policy efforts ever arise, I would recuse myself from any Commission decisions entangled in the conflict.

5. Have you participated in other community organizations? Please describe. How has your involvement in the community led you to applying for the library commission?

I'm currently a member of the Colorado Electronic Frontier Alliance (EFA). The Colorado EFA is a grassroots community organization that provides technology education and policy expertise to local communities and leaders. As part of this effort, last year I organized several Digital Security 101 classes that were open to the public and hosted at the Boulder Public Library. These sessions provided basic digital security training targeted at a lay audience with the aim of helping members of our community better understand and protect themselves in our increasingly digital world.

I enjoy this kind of community work because I feel it's important for all members of a community to work to support the community as a whole. I view joining the Library Commission as a natural extension of my efforts to leverage my technical knowledge for the benefit of our community. The library deals with numerous technical and privacy issues, and these sorts of issues will only continue to grow as the library adapts to meet the needs of our time. My hope is that serving on the Library Commission will allow me to continue to support our community through the critical services the library provides.

6. Have you reviewed previous library commission meeting minutes, or documents related to the current Library Master Planning process? What thoughts do you have about recent decisions and/or plans?

I participated in one of the community dialog meetings the library held last year as part of the master planning process. Since then, I have been following the library newsletters related to the planning effort, as well as the ongoing Daily Camera coverage of the topic.

I think the most public and pressing question related to the ongoing master planning effort is how we plan to continue to fund our library. The fact that the library's budget has remained flat while the services it provides have grown substantially over the past decade is an unsustainable pattern we must address. While it is impressive that the library has been so successful in doing so much with its limited resources, it seems clear that if we wish to continue to grow our library and support the unique and successful services it provides, we are going to need to increase the budget we allocate to it. The role of the library should be to support the community, but the community must also be willing to support the library.

While it is great to see Boulder investing additional capital expenditure funds in efforts such as the construction of a North Boulder library, it is equally as necessary for us to increase operational expenditure funding to match. The library employs fewer staff members today than it did fifteen years ago, indicating that Boulder's operational support of the library has not

kept pace with its capital support. The recent discussion related to whether or not it makes more sense to find additional library funding within the city budget or whether we should annex the library into an independent district is the natural result of a highly successful library reaching the limits of its current resources. I do not know the best answer to this question, but I do know that solving this problem and securing additional operational funding for the library will be critical to realizing the goals of the master plan and continuing to grow the successful services the library has provided over the past decade.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills. What's your vision for the future of our library?

A library is much more than a collection of books. Over the past few years, the Boulder Public Library has done an excellent job of diversifying the resources it offers to the community. In particular, the addition of the BLDG 61 makerspace and the opening of the Seeds Cafe provide wonderful facilities and gathering spaces to the community at large. I would like to see the library continue such diversification efforts, while also cultivating the repositories of information it has traditionally provided. In this vein, I believe the library's focus moving forward should revolve around three key initiatives:

Education: Libraries are natural educational centers. The Boulder Public Library should embrace this role, providing a range of educational resources to the community. Fortunately, the library has already started down this path, offering BLDG 61-based crafting and manufacturing courses, English Language classes, and GED practice programs. I would like to see the library expand these efforts, perhaps by offering more job skills or tech-focused training to the community. The library should endeavour to be a core educational resource for the community, offering free or low-cost learning opportunities relevant to a wide range of individuals. These efforts will ensure the library fulfills its stated goal of enhancing the “personal and professional growth of Boulder residents.”

Community: The library is and should continue to be a central hub of the Boulder community. It fulfills this role not only through access to physical spaces, but also through the programming it provides for the growth and betterment of the community. Such programming might range from facilitating public discussion between diverse groups, to arts and cultural activities such as the concert and cinema series provided today. Building community also entails expanding library facilities in North Boulder and Gunbarrel where they are currently lacking. Bringing people together and providing opportunities for the community to grow is one of the library's greatest strengths.

Information: The library should continue to grow and refine its traditional role as a repository of information. This goal encompasses not only the maintenance and cultivation of relevant physical media collections (books, music, etc), but also ensuring equitable access to the vast array of available digital resources. Access to such resources is a fundamental requirement of participating in our modern democracy, and the library plays an essential role in ensuring these resources are available to all members of our community.

8. How will you manage the public's priorities for the library with the tradeoffs of

budget, operational, technological and physical constraints?

As mentioned above, the library has made excellent use of the resources available to it thus far. While I believe it is important for the community to increase the resources it provides to the library, I also expect that the library will continue to make the best use of the available resources going forward. I believe the most effective way to accomplish this is through a rigorous embrace of data-driven decision making. The library should endeavour to gather robust, anonymized data on its own operation. This information should be made available not only to library staff and the Library Commission, but also to the general public via the Boulder Open Data program. The Library Commission should incorporate the analysis of this data into every significant decision, and should avoid drawing conclusions that are not backed by available data.

Beyond leveraging data-driven decision making, I also believe there are many ways for the library to increase the resources to which it has access. Boulder is fortunate to support a community of highly skilled individuals. The library should seek to engage and partner with these individuals in common support of our community. These efforts might include recruiting volunteer technical assistance or instruction from Boulder's growing tech sector. Or they might involve partnering with CU students to provide peer mentoring opportunities for local youth.

9. Some members of the public perceive that the library has a problem providing a safe and secure environment. How do you propose to balance concerns regarding safety and security with providing “free and open access” in a public setting?

While it is important that all members of the community feel safe when using the library, I can't help but feel that this question is simply a coded version of “some members of the public dislike the usage of the library by homeless individuals.” While I appreciate that our homeless population makes some individuals uncomfortable, we must never forget that the first and foremost role of the library is to support all members of our community, not just the ones whose lives are most similar to our own.

I believe the best way to ensure everyone feels safe and secure while using the library is to actively recognize and support the needs of the diverse demographics who rely on the library. Given the role the library plays in supporting our homeless population, the library should be proactive in partnering with other community homeless-support organizations. These partnerships would help to ensure that library patrons who might benefit from additional support have the best opportunity to obtain it. Such partnerships would also help to ensure the library does not simply become a replacement for the community's wider network of support services, but instead acts as a initial resource that can help further direct those who would benefit from such services.

Similarly, it is important that the Library Commission be proactive in gathering input from members of the community who may perceive the library as unsafe (a perception that I don't believe is supported by the available data). This input should be considered, and where possible, used to drive initiatives to help ensure that the library remains a viable and vibrant resource for the entire community. Such efforts might include selecting a member of the library's teen or parenting communities to sit on the Commission in an advisory capacity. The more the Commission can solicit direct input from its patron populations, the more successful the library will be at supporting the

diverse community Boulder strives to be.

From: [No Reply](#)
To: [Leatherwood, Heidi; allifronzaglia@gmail.com](mailto:allifronzaglia@gmail.com)
Subject: Open Space Board of Trustees Application
Date: Monday, February 12, 2018 5:24:03 PM

OPEN SPACE BOARD OF TRUSTEES



Annual Application 2018

Date:

Staff Liaison: Tracy Winfree (303) 441-3440
Board Secretary: Leah Case (720) 564-2025

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.

The Open Space Board of Trustees Meetings are typically held on the second and, if necessary, the fourth Wednesday of the month at 6 p.m. in the City Council Chambers, 1777 Broadway.

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

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Occupation: Self-employed

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 2005

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

While I have not served on a board previously, I have worked on many other decision-making teams throughout my personal and professional life. Bringing people together in pursuit of shared goals is a passion of mine -- it's a common thread in everything I do. I take pleasure in building and maintaining positive, working relationships. I strive to find common ground and get along with all types of people, to learn from everyone I encounter, and to understand other points of view (even if I disagree with them).

I believe I would be an effective community representative because I'm very active in local events, in community groups, and on social media. As a city volunteer and founder of Boulder County's largest women's hiking group, I spend a lot of time talking with the people who live and work here. I hear about the things they love and I hear about the changes they'd like to see. I hear about both their successes and their struggles in Boulder. I see opportunities for the city to engage more effectively with the community and I see ways for the community to get more involved.

With my passion for Boulder, my passion for building community, and my ability to work well with others, I believe I would be an effective board member and I'd be honored to serve in that role.

2. Have you had any experience(s) with this Board or the services it oversees?

I've had extensive experience with Open Space & Mountain Parks, its programs & services, and the land itself.

As a City of Boulder Volunteer, I've served as Park Patroller for 4+ years and also as a Volunteer Naturalist for 3+ years. The Volunteer Naturalist program has been particularly rewarding for me. The 12-week training program is nationally recognized, quite competitive, and very intensive. I learned so much and met so many wonderful people. Now I lead student groups on our local trails and teach wildlife programs at local schools and I just love it.

As the founder of Boulder Hiker Chicks (a local women's hiking group with nearly 300 active members), I use OSMP's trail network extensively and I understand how complex and diverse it is. I co-lead approximately 40 group hikes per year in our open space. I observe how people interact with the system, particular those who are new to town (and even those who are new to trails in general). I always take advantage of opportunities to educate people on the history of our Open Space, the incredible biodiversity within it, and our responsibility to protect it for the future.

Also in my role with Boulder Hiker Chicks, I use social media extensively to share information from OSMP with the community, whether it's a notice regarding trail closures or an educational program about prairie dogs. I have a great relationship with several staff members and I've enjoyed serving as an informal liaison between the department and the local hiking community.

As a Boulderite who loves nature and loves to explore, I've hiked every trail within our open space system. My relationship with our Open Space is visible on the community level, but it's also deeply personal for me.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

My professional life has taken many twists and turns, but I've worked in teams and groups all along the way.

When I worked in advertising on the East Coast, teamwork was the name of the game and drama ran high. Account management is not really managing accounts -- it's managing relationships. Not only was I responsible for maintaining client relationships, but I had to work effectively with individuals from copywriting, art direction, proofreading, production, etc. Deadlines were always looming and we frequently had to work through our differences in order to get the job done.

As a hiking guide, I've found myself in similar situations where time is of the essence and conflicts need to be overcome. When I'm out on the trail with 25 women, I act as a facilitator and team member. Sometimes we're standing on a trail at 12,000 feet, the route suddenly isn't clear, and storm clouds are moving in. There can be disagreements on whether to press forward or turn back, whether to take the fork to the left or continue heading straight. In these situations, I encourage the group to talk it out, weigh the pros and cons, and then we decide together.

In all my experience working with groups and managing conflict, I aim to stay true to myself while remaining flexible enough to learn and grow. Listening is key. Respect is key. Everyone wants to be heard and everyone wants to be valued. If this is the foundation of your conflict resolution, then you'll have a greater chance at success. Of course, that doesn't mean it won't be a difficult process. That doesn't mean that every team member will always be happy with the outcome. But ideally you come out on the other side feeling good about the process and still feeling good about your team's ability to work together effectively.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not see any conflicts of interest since I don't profit from my involvement with OSMP or Boulder Hiker Chicks. Boulder Hiker Chicks is a meet-up style group. We do not charge for membership or hikes. I run the group as an unpaid volunteer with my BHC co-organizer.

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?

In the year 2018, Open Space is currently in the midst of a major shift. The department's goals are moving away from acquisition and focusing more on management and preservation. The Master Plan is one of the biggest pieces of this shift and will undoubtedly determine where we go from here. While this shift is happening, visitation numbers are skyrocketing. Not only is our local population growing, but tourism is exploding as well. With 5 million unique visits per year, our Open Space sees more feet (and bikes and dogs) than all but 2 National Parks. We can't ignore the effect this is having on wildlife and the land (in addition to residents and visitors). Boulder is one of the most biodiverse areas in the country and with these beautiful trails comes great responsibility. I would support policy changes that aim to balance out this visitation and offset the negative impacts to the land.

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.?

We live in a country where "open space" is becoming a thing of the past. This is bad news for both wildlife and people. For wildlife, it means habitat loss and threat of extinction. For people, it means a lower quality of life. We all live better when we have open space in our community. With that in mind, I would focus on sensitive ecosystems & at-risk species first: wetlands, buffer areas that support wildlife, etc. Then I would consider any buffer areas that enhance low impact use of the current trail system.

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 overall priorities are (1) protecting this incredible biodiversity of life that we have here, and (2) managing our ever-increasing visitation. I also feel very strongly about supporting OSMP's community outreach programs. They are imperative to creating future stewards of the land. Between "Natural Selections" and the Volunteer Naturalists, OSMP offers hundreds of free educational programs to the community and sets the gold standard for other towns and cities. We must continue to support these initiatives.

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 best might that be accomplished?

I'm an Audubon-trained Naturalist in addition to being a Volunteer Naturalist with OSMP. Those of us who work in outdoor education know that allowing access to wild places generally results in people who care more about protecting them. That said, it's a very fine balance. Low impact access that fosters respect for the land, without causing more harm than

good, is ideal in my opinion. I fully support minimizing recreational impacts to the land, in sensitive areas especially. This can obviously take many forms. In some cases, it might mean implementing a leash restriction during times of heightened wildlife activity. In other cases, it might mean having "off days" for bikes or redirecting them to a different area entirely. Trailhead parking fees can reduce visitation in a heavily visited area while encouraging visitation in less stressed parts of the system. I think there are a myriad of ways to lessen impacts while still allowing people to enjoy the trails, and what works in one area may not work in another area. I look at everything on a case-by-case basis.

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.?

As noted above, I'm a Naturalist and I also lead a recreational hiking group. As a Naturalist, I interact regularly with educators, scientists, and conservationists. As a hiking guide, I interact regularly with people who are not only hikers but also birdwatchers, dog walkers, ultrarunners, bikers on road and trail, climbers, and skiers. I consider myself to be part of both communities. Going back to the issue of conflict management, I feel it's imperative to keep our commonalities in sight and to learn from differing viewpoints. I have a unique insight into the various user groups and I hear a lot of their concerns. I also think our Open Space is pretty well-suited to meet many of their interests, though definitely not all in one spot or in every spot. If our ultimate goal is to preserve this land for the future, then recreational compromises need to be made. These are difficult compromises and that's why so few towns & cities choose to make them. That's also why so few towns & cities have the type of open space system that we are fortunate to have here in Boulder.

From: [No Reply](#)
To: Leatherwood, Heidi; khollweg@stanfordalumni.org
Subject: Open Space Board of Trustees Application
Date: Friday, February 16, 2018 1:54:25 PM

OPEN SPACE BOARD OF TRUSTEES



Annual Application 2018

Date:

Staff Liaison: Tracy Winfree (303) 441-3440
Board Secretary: Leah Case (720) 564-2025

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.

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

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Occupation: Educator

Place of Employment / Retired: independent consultant/semi-retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 1973

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Degrees: B.A. in Biology; M.A. in Science Education, Stanford University. My career has focused on science and environmental education in K-12 public schools, professional development for formal and informal educators (especially with the National Academy of Sciences), and community-based youth and adult education (through Fulbright projects and National Science Foundation grants). Elected and appointed positions on governing and decision-making boards:

- President and Chair of the Board of Directors for the North American Association for Environmental Education (NAAEE);
- served as a volunteer on numerous governing and advisory boards (e.g., Keystone Center, U.S. Department of Education, Lois Webster Fund for Colorado Nongame Wildlife); and
- have been a convener and facilitator of several multi-disciplinary working groups (e.g. Grasslands BioBlitz interagency leadership/planning team, CU working group to create the Center for Sustainable Landscapes and Communities).

In these roles, I've had experiences that have enabled me to learn much about, and to gain skills that are effective in helping boards to function well. The five that I consider most important and relevant for serving on OSBT are:

- gathering the ideas and perspectives of others (including diverse members and experts) to inform and lead to better decisions;
- acknowledging suggestions of others and treating everyone with respect so they feel like they have been heard and to encourage participation;
- working between meetings is essential for getting work done during the meetings;
- asking relevant questions to help focus conversations and move discussions along;
- assuring meetings are attentive to social dynamics to make them more welcoming, engage more participants and enable them to contribute.

2. Have you had any experience(s) with this Board or the services it oversees?

Since first moving to Boulder, I have observed and participated in the OSBT's meetings and the services that OSBT oversees. I have also participated in public and small group meetings held to craft the Visitor Master Plan, Trail Study Area Plans, Grasslands and Agriculture Management Plans, and the Voice and Sight Program. Those experiences (especially my involvement in the Community Collaborative Group of the West TSA) enabled me to understand the many different perspectives and expectations that Boulderites have regarding

our OSMP lands. Also critical is my understanding of the roles of the Open Space Charter and OSMP staff and other experts in developing OSMP management recommendations for Council. These recommendations, in turn, are directly related to the Department's budget and to the sustainability of the system. In my experience, I have noted that the number of community members involved in these decision-making processes is limited (with most people participating or commenting because of their organizations' advocacy efforts [e.g., Audubon, BMA, FIDOS]). I want to see more members of the community informed about and engaged in the development of the Open Space Master Plan.

I am very interested in becoming a member of the Board so that I can apply my knowledge of OSMP resources and guiding documents, and my expertise in education and community engagement to this work in collaboration with the other Trustees.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

Such a situation occurred nine years ago while I was President of the North American Association for Environmental Education (NAAEE). I received complaints of racial discrimination and sexual harassment that stemmed from incidents involving some of NAAEE's African-American, Hispanic 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 that the organization responded decisively. Specific techniques and actions I took:

- handled the entire investigation and response rapidly and with appropriate confidentiality, complicated by the fact that it involved several volunteer leaders and cooperating organizations spread across the continent;
- 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 everyone informed of what was being done, and in the end, speaking with both those involved 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. The individual that precipitated these incidents withdrew from the organization.

I learned that responsiveness, confidentiality, expert advice, and clear communications are essential. In the end, the most important lesson was: leadership includes working behind the scenes to solve problems.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not own property or business interests that would present a conflict with OSBT decisions

or transactions. I have worked with several conservation organizations over the years; however, if appointed, I would step down from all leadership positions in those organizations to make sure that I can fairly consider Board issues from a community-wide perspective. I believe it is important for all Trustees to make decisions with the best interests of the future of the entire Open Space system and the whole community in mind.

I would expect the same of anyone with conflicts. Members of the board with conflicts need 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 outdoor recreational opportunities. How many more people will want to hike, bike, and climb on OSMP lands in the next 50 years? Can we accommodate them?
- maintaining the open space system and its infrastructure. We have over 150 miles of trails and for decades we have had a huge backlog of trail maintenance needs. What will be the annual cost to maintain the trails, control invasive species, restore social trails, sustain productivity on our ag lands, promote stewardship, monitor use and employ adaptive management? Will the projected income from dedicated taxes be adequate for maintaining our system's infrastructure and managing this treasured resource into the future? And, if not, where will the additional income come from?

I would like to see these challenges addressed by the Trustees in concert with OSMP staff and Council, through the development and subsequent implementation of the OSMP Master Plan. An essential element of this work will be a robust, transparent public participation process that engages a broad segment of the community. The 2016 Resident Survey indicates the public is aware of some of the challenges. The soon-to-be-released Master Plan System Overview promises abundant evidence to ground the planning. And the staff and Process Committee are providing thoughtful guidance. The Board has a key role in leading the community by listening carefully to all and engaging in evidence-based deliberations so the resulting Plan and policy changes are worthy of the support of the public and Council.

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 support the "accelerated acquisition areas" in the current update of the OSMP Acquisition Plan. Among the specific types of properties that I would consider most important are high quality native ecosystems that would be lost to development without acquisition and that also help achieve multiple Charter purposes. For example, the recent Boulder Valley Farm acquisition brings important wetlands habitat, water resources and ag land into OSMP, as well as recreational potential. Other high priorities are properties in areas that fill gaps in the system, like those on the western side of our mountain backdrop, and acquisition of mineral rights for existing OSMP properties.

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 priorities are management of OSMP lands in ways that minimize the impact of users on the natural environment and that maximize visitors' experiences in these natural lands so that our city lives up to the OSMP motto: "Enjoy and Protect." OSMP effectively uses seasonal closures to provide critical habitat for wildlife at certain times of year (e.g., during nesting and migration) – and there is wide support for these closures. Surveys also show that the public supports trail closures to prevent trail damage (e.g. to stop use of very muddy trails), accepts limiting access (e.g. use on alternating days) to enable trails to be used by bicyclists and hikers on separate days, and supports requiring visitors to stay on trail (to limit trampling and spread of invasive species). I think the key to success for such management strategies is to use the least-restrictive option and to plan for, sign and communicate the reasons for these changes clearly. Also, support for management decisions can be built with ongoing monitoring. Data-based reports (including what is happening on the ground and what people say in surveys) 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 best might that be accomplished?

Through the TSA process, we added many new trails and revised trail alignments to make them less costly to maintain, and at the same time, located them in ways that protect OSMP resources. Specifically, we initiated and I support the following:

- (1) Riparian habitats and wetlands deserve special protection because many diverse species depend on them for at least part of their lives. Studies show that trails that are routed close to and that parallel streams greatly impact the riparian habitat; so, we have used that finding to reroute trails or move them back (away from wetlands) through the TSA process.
- (2) The productivity and management of agricultural lands is compromised by trails, so the number and location of trails on them must be limited.
- (3) Requiring a permit to go off-trail in Habitat Conservation Areas reduces off-trail use and enables OSMP to track use and the subsequent impacts to both vegetation and wildlife (i.e., to assess whether use is degrading native vegetation, spreading invasive weeds, and leading to the flight of wildlife and/or decrease in reproductive success).

I believe that we have found a reasonable balance between providing access to our OSMP lands for recreation and preserving agricultural lands, water resources, and large blocks of high quality habitat to enable native flora and fauna to sustain themselves.

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/ecology teacher has shaped my thinking about open space more than my association with any group. It has led me to see our open space 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 with the 96% of Boulder residents who use open space lands for hiking/walking and the 60% who go there to observe nature (2016 OSMP Resident Survey). I was a founding member of the Colorado Native Plant Society and have been involved with Boulder County Nature Association and Audubon Society.

I have experienced the tension between recreation and conservation perspectives at numerous OSBT and City Council public meetings. 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. Representatives of FIDOS, hikers, and the mountain biking community invited me and I invited them to meet one-on-one to explore possible solutions to stalemates. For me, one of the most productive one-on-one meetings 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 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.

As I noted in #2/above, I am committed to engaging a broad range of community members using the PPWG recommendations and 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 matter(s) – 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.

From: [No Reply](#)
To: [Leatherwood, Heidi; gdelman@comcast.net](mailto:gdelman@comcast.net)
Subject: Open Space Board of Trustees Application
Date: Monday, January 29, 2018 10:59:24 PM

OPEN SPACE BOARD OF TRUSTEES



Annual Application 2018

Date:

Staff Liaison: Tracy Winfree (303) 441-3440
Board Secretary: Leah Case (720) 564-2025

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.

The Open Space Board of Trustees Meetings are typically held on the second and, if necessary, the fourth Wednesday of the month at 6 p.m. in the City Council Chambers, 1777 Broadway.

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.

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Occupation: Real Estate Agent

Place of Employment / Retired: Steps Realty

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1989

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I've been a resident of Boulder for 29 years. I was a member of Rocky Mountain Rescue Group for 19 years, wildland firefighter with Boulder County Emergency Services for 3 years. I volunteered at Boulder Community Hospital for two years. This isn't a totally relevant experience, although it does show my commitment to the people and community and my willingness to be involved.

I was also involved in the meetings with Valmont City Park, trying to help sort out what would be good uses of the space.

2. Have you had any experience(s) with this Board or the services it oversees?

I've been an Open Space and Mountain Parks volunteer for about 5 years, helping to build trails, and pulling invasive weeds. Also, I was a member of Rocky Mountain Rescue for 19 years, working close to 600 rescues, probably more than 50% were in Open Space and Mountain Parks.

No direct contact with 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.

I was on a jury here in Boulder. The defendant obviously did something wrong, yet in the eyes of the law he didn't break the law. Despite many of us wanting a conviction, I helped us come to the conclusion that we couldn't find him guilty, because the charges he was facing did not fit with what he did.

So despite my conscience and desire, I had to acquit him on the charges.

4. List all potential conflicts of interest you might have with respect to the work of this board.

A possible perceived conflict of interest, is that I am now a real estate agent, and some environmentalists may perceive me to be pro growth rather than pro environment, which is not the case.

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?

Balancing use among different user groups (hikers, bikers, dogs, wildlife closures/protection) and making the most of the available money.

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 have quite a few priorities in purchasing open space.

As a Boulder resident, a buffer area is really nice. As the Front Range and Boulder continue to grow, the buffer can really help to separate Boulder and make it feel less like a large city.

Also as a resident who is outdoor oriented, I love and use the trails almost daily, so I like having the miles and miles of accessible trails, and being able to see mountain lions, bears and other less common animals. Part of that experience is having some off limits areas where the animals are relatively free from human and dog interactions so they can breed and raise their young.

The mountain backdrop is also a very valuable part of the draw that makes many of us want to live here.

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 priorities should be on acquiring land as it becomes available. Once the land is gone, it's gone. Less important is the trail system and wildlife management. Those are very important, but can always be addressed at a later date

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 best might that be accomplished?

Trails should be limited in some wetland and critical wildlife habitat areas. The animals definitely need some undisturbed areas. We don't have to go on every square inch of the lands. Open space access needs to be limited around certain nesting areas, denning areas, rattlesnake hibernaculum, etc.

Probably the best way to accomplish this is to route the trails away from these favored areas. It doesn't work well to put up signs, if it takes too much manpower to patrol these areas.

We could also find a way to encourage citizens to report some of the illegal access issues.

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 had a garden at Growing Gardens for about 7 years now. For almost two years, I was on the fruit committee, deciding which fruit varieties and how much should be planted in the community orchard and berry patch at the Hawthorn Garden.

Certainly Rocky Mountain Rescue for 19 years shaped my ideas on recreation and mountain parks. Being a wildland firefighter with Boulder County Emergency Services increased my knowledge and appreciation of the parks.

I think passive recreation should be allowed in the majority of the park system. Whether that's right for the ecosystem or not. I think that we have to have enough recreation opportunities for the people who voted for the taxes to get out and enjoy the land, that we each have a little part in having saved.

Each user group needs to have at least some areas that are open, while creating as little conflict as possible. The more people you have on board enjoying the land, the more support and pride you will have to keep the taxes supporting it. All the while not forgetting the need to set some areas aside.

From: [No Reply](#)
To: [Leatherwood, Heidi; cklunch@gmail.com](mailto:cklunch@gmail.com)
Subject: Open Space Board of Trustees Application
Date: Friday, February 16, 2018 10:28:00 AM

OPEN SPACE BOARD OF TRUSTEES



Annual Application 2018

Date:

Staff Liaison: Tracy Winfree (303) 441-3440
Board Secretary: Leah Case (720) 564-2025

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.

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

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Email: cklunch@gmail.com

Occupation: biologist

Place of Employment / Retired: Battelle/National Ecological Observatory Network

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2012

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have a PhD in ecology, and have experience conducting research in a wide variety of ecosystems, under a variety of land management structures, including privately owned properties, Bureau of Land Management land, and several U.S. national parks. My professional areas of expertise are plant ecophysiology, global change biology, and quantitative ecology. I am currently employed as a staff scientist at the National Ecological Observatory Network (NEON), where I work on data processing pipelines and data science education.

During my time as a doctoral student, I served a two-year term on the Jasper Ridge Advisory Committee, providing scientific guidance on management of the Jasper Ridge Biological Preserve, which is owned and managed by Stanford University, and was the site of my dissertation research. Issues I was involved in during my time on the committee included evaluation of potential interventions in a 100-year-old human-made lake that was very close to fully silted in, mosquito abatement for West Nile virus, and an inquiry into adding a nursery property to the Preserve.

The NEON project, where I have worked for the past five years, is a federally funded network for ecological monitoring, designed to provide high-quality, standardized data to the scientific community to address major challenges in the ecological sciences. As such, it is a project run by a relatively small group of staff but funded by taxpayers and beholden to the community it serves, which is a diverse community with a very broad range of opinions and priorities. Through my work at NEON I have experience in balancing community requests, desires, and criticism against internal expertise and a limited budget, and in then communicating decisions and outcomes back to the community. It has not always gone smoothly but it has taught me a great deal, and would be valuable experience on a board that faces limited resources and very high demands.

2. Have you had any experience(s) with this Board or the services it oversees?

I visit Boulder Open Space frequently, primarily as a hiker and runner. I love the open space and believe it is an essential piece of what makes Boulder such an amazing place to live, and I would value the chance to be involved in maintaining it.

I have had some discussions with Open Space staff about standardized data collection and release of open data to the public. The NEON project operates under an explicit mandate to make its data and code base freely available (within the constraints of software security and endangered species protection). As a data scientist on the project, I have experience with the

challenges involved in both collecting and releasing data in consistent and accessible ways. If appointed to the Board of Trustees, I would be very interested in working with Open Space staff on strategies for meeting the city's open data goals.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

In my current job I work at the interface between a team of scientists and a team of software developers. Conflict often arises between the two teams. I have found that most often, the conflicts stem from differences in the basic premises and assumptions of each team, and I have had the most success resolving conflict when we are able to identify everyone's fundamental goals, and to start resolution at that point. When agreement can be reached on the goals, debate can focus on differences of opinion in how to achieve those goals, and when there are disagreements about the fundamentals, I find it far more useful to discuss them directly, rather than fight proxy battles or argue about fringe issues.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I am not aware of any conflicts of interest I would have with the work of this 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?

The greatest challenge facing the Open Space Board of Trustees, and the Open Space system in general, is enabling access for the many people who visit Boulder's public lands, without compromising the condition and quality of that land. Boulder's open space lands support hundreds of thousands of visitors each year, both local and tourist, engaging in many different types of recreation, with a wide range of fitness and abilities, and varying expectations about what and who they will encounter during their visit. At the same time, the Open Space system contains thousands of non-human species, with their own expectations about and behavior in the world they inhabit. I support the modern formulation of conservation biology, in which humans are not considered to be separate from nature, but I also acknowledge the delicate balance involved in maintaining land with so many demands placed on it. And I recognize this is an ongoing issue that will require debate and adjustment throughout the entire lifetime of the city; ensuring we can continue to support the many functions of open space in perpetuity will be a challenge in perpetuity.

In terms of policy, I am interested in improving access to trailheads via transportation options other than cars. Currently some of the trailheads with the heaviest use are poorly served both by public transit and by bike paths. Increasing alternative transportation and reducing trips by car would reduce the city's carbon emissions, reduce parking pressure in nearby neighborhoods, and ensure more equal access by people from all socioeconomic levels. At least, I hypothesize that it would; I would be interested in data collection around pilot programs such as the Chautauqua Access Plan to see if my theories are borne out.

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 priority in purchasing would be native ecosystems in large parcels; since I'm well aware there are very few of those left available for purchase, my next priority would be land that can provide connectivity between existing parcels. As an ecologist, I am interested in open space as a reservoir for threatened species and ecosystem services, and with those interests in mind, I would be concerned about edge effects and similar issues that reduce the value of smaller, stand-alone parcels. Having said that, I also appreciate that more accessible land, such as small properties within the city, can bring a different kind of value for the local 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?

As the Open Space system moves away from a focus on acquisitions, and anticipates reductions in funding, like many in our community I am concerned about ongoing maintenance of existing holdings. Trail damage and trail widening in some parts of the system is already severe, and challenging to address in the face of high visitor numbers. I have watched the modifications to the Chautauqua meadow trail with interest, and been impressed with the new, hardened trail. Hardening large portions of extensive trail networks is both unrealistic and undesirable, but I would be interested in exploring all available options for trail maintenance, together with Open Space staff.

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 best might that be accomplished?

These issues are difficult to evaluate in the abstract and in the aggregate; what restrictions might be appropriate depends on the specific conflict or damage that is being risked, and the resources available for enforcement of access restriction. For example, I support strong penalties for off-trail use on most Open Space lands, but patrolling aggressively may not be realistic within the budgets available. Restrictions that are more absolute but are specific to particular locations, times of year, and/or weather conditions may be more practical in many cases, since enforcement at the trailhead is simpler and cheaper than enforcement throughout the trail system.

Overall, I am interested in access policies that accomplish the goal of reducing damage due to access, without creating imbalances in accessibility between socioeconomic groups. Therefore, I am opposed to access limitations that rely on a fee structure. I believe strongly that open space belongs to us all, and that if access must be restricted, care should be taken not to place a disproportionate burden on the least privileged members of our community.

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 not a member of any specific community groups. My professional background in ecology has certainly shaped my thinking; one of the things I most value about open space is its ability to maintain ecosystems that would otherwise disappear, and to expose people to the beauties and benefits of those ecosystems. I tend to take a practical view of the balance between recreation and conservation, in that access to recreation is one of the biggest and best incentives for taxpayers to support conservation.

In general I support the current approach to balancing the needs of different user groups, in which specific locations are designated for mountain bikers, off-leash dogs, on-leash dogs, or foot traffic only. I would favor continuing to use that strategy, with periodic re-evaluation of the details in the context of environmental impacts, usage numbers, and community feedback.

From: [No Reply](#)
To: [Leatherwood, Heidi; rory.bilo@gmail.com](mailto:rory.bilo@gmail.com)
Subject: Planning Board Application
Date: Friday, February 16, 2018 3:19:26 PM

PLANNING BOARD



Annual Application 2018

Date:

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.

Meetings are generally held the first, third and fourth Thursday 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.

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Occupation: Architect

Place of Employment / Retired: Surround Architecture Inc.

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Feb 2015

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am a licensed, registered, and practicing Architect with credentials that include the American Institute of Architects membership and National Council of Architectural Registration Boards certification. I have lived and practiced in a variety of community sizes and types, working on various project types throughout my career, including Civic, Public, Commercial and Residential projects. In addition to Architecture, I've received a certificate from both the National Outdoor Leadership School and the University of Oregon for outdoor pursuits leadership. These skills involve risk management, group communication, planning, and conflict resolution. The experiences related to these activities continues to prove relevant in both my personal and professional endeavors.

2. Have you had any experience(s) with this Board or the services it oversees?

No.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I currently sit on the Board of Directors for the HOA where I live. It is not uncommon for the 3 board members to disagree on items related to finances. In particular, we have opposing views on what the HOA's financial responsibilities are to the built infrastructure. The disagreements revolve around personal opinion as to the definition of "common elements" and my suggestion has been to review and interpret quite literally the language in our governing documents. This offers a non-biased approach to at least starting the discussion.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Currently practicing Architecture in Boulder on a variety of project types.

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?

It appears the most important issues are two-fold at the moment:

First, "To Develop -or- Not To Develop"

Second, Affordable housing and planning strategies to ensure our diverse community continues to support all walks-of-life.

My architecture portfolio includes a great variety of project types that all interface with the concepts of urban planning in unique ways. The 5-year Bachelor of Architecture NCARB accredited University of Oregon program I completed in 2009 was chalk-full of urban planning courses and concepts.

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:

- 1) S*park: Brings more density of mixed-use and variety of housing product offerings to the market in an under-utilized portion of town that contemplates the future-proofing incorporation of multi-modal public transportation.
- 2) RTD Public Bus System: Boulder's community bus routes and schedules greatly accommodate a variety of lifestyles and locations throughout the city.
- 3) Redevelopment and expansion of Boulder's Central Park: Embracing the river and expanding on the development and invitation for the community to enjoy this great resource that is centrally located. This includes the continuous effort for the City of Boulder to grab and incorporate more and more bike/multi-modal paths to interconnect this city for alternative transportation.

Failures:

- 1) Williams Village CU Boulder Dorms: Out of scale with the community and segregated from the urban core where the density of that size is located.
- 2) North Boulder Mixed-Use Density: Although this approach to new-urbanism is generally favorable in my opinion, this development feels a touch contrived with the density located so far from the city core and in such a scale that is out of synch with the surrounding neighborhood context.
- 3) Some of the lack-of-development regulations (height moratorium, permit restrictions, etc.) have caused the surrounding metro area to develop growth that goes un-checked. Gun-barrel and Broomfield, among other Route 36 communities, are developing in what appears to be lowly-regulated capacities that do not appear to create a sense of place and tradition as a result.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

It would be naive for me at this point to suggest changes, as I am not involved in the conversations that set the precedents. That being said, I'd like to dive into understanding why

we've arrived at the regulations that are in place, what the intention and vision is for the future of these regulations, and provide an honest and direct feedback loop.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.

After reviewing the traffic impacts from commuters traveling into and out of Boulder, it would be an obvious opportunity to review housing density at a variety of income levels and product types that could be offered in this community to ultimately reduce the inbound and outbound traffic for the commuting work-force. Encouraging and providing opportunities for the valuable working-class population of Boulder to live in the town they work and play in would seem like an ongoing discussion that needs to be continued.

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 when development is relentlessly regulated to a halt, that the projects that do make it through tend to maximize every financial angle of a developers pro-forma and tends to lead to design with a lack of community spirit and contribution. I believe that change has proven inevitable, and that embracing change with a forward thinking mentality to ensure growth is suitable to and enhances the community is the best path forward. I believe Boulder is currently experiencing a mixed-bag of developments that are a product of a variety of planning/zoning policies, some feel like they may be great contributions (S'Park for example) and some feel like they will live as long-time eye-sores (Hilton/Embassy Suites Development on 28th and Canyon).

From: [No Reply](#)
To: [Leatherwood, Heidi; jorge.boone@gmail.com](mailto:jorge.boone@gmail.com)
Subject: Planning Board Application
Date: Monday, January 22, 2018 6:36:02 PM

PLANNING BOARD



Annual Application 2018

Date:

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Meetings are generally held the first, third and fourth Thursday 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.

Name: Jorge Boone

Home Address:

2815 7th st

BoulderCO80304
United States

Home Phone:

Mobile Phone: (407) 232-1580

Work Phone:

Email: jorge.boone@gmail.com

Occupation: Investor / Real Estate

Place of Employment / Retired: Self Employed

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

- Owners Representative/project manager for major hotel construction and renovation projects in Chicago, Salt Lake, Texas
- Predevelopment, entitlements and acquisitions executive for Starwood Hotels and Resorts having been responsible for over \$1B in real estate projects in Hawaii, California, and Colorado
- Owner Operator of successful real estate development/ownership company in Orlando FL including having won the best renovation of a historic building in downtown Orlando in 2014
- Successful executive, having run divisions in two fortune 500 corporations and significant business units across multiple other businesses. I am goals oriented and results driven and have the capability to quickly synthesize data, work within in a team and lead to get results.

2. Have you had any experience(s) with this Board or the services it oversees?

As a neighboring resident to the Alpine Balsam project, I am in the process of experiencing how the City of Boulder operates in the planning process.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

My process:

- (1) Make sure there is really a disagreement and not just a misunderstanding.
- (2) Maintain professionalism, Listen to all sides
- (3) Recognize and remove irrelevant subjects/information unrelated to the disagreement to get to the core of the disagreement
- (4) Empathize with all involved and try to see through other's eyes
- (5) Resolve through a combination of de-escalating the disagreement, finding common ground and trying to remove emotion to find a rational outcome that all parties can accept.

As an organizational leader, I have numerous examples of this so I thought it was better to outline a process rather than cover a specific example.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I am a real estate investor/developer, however, my current holdings are in Florida NOT in

Colorado. I am concerned about the targeted density of the Alpine Balsam project specifically as a neighbor BUT my interests in it are purely to make it the best project for our neighborhood and City so I don't think this is a real conflict but rather a point of view.

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 am concerned about density, traffic and City infrastructure. I have direct entitlement, development, and management expertise in multiple states including Colorado, California, Texas, Hawaii, Utah, Florida, and Illinois.

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.

Most Successful

- (1) Open Space - Easily the thing that makes Boulder stand out and a desirable place to live
- (2) CU - Add culture to the City not possible without a university
- (3) Bike Trail / Path System - We are able to use a bike as alternate transport for many activities

Least Successful

- (1) Recent poorly implemented bike lane/road diet on Folsom
- (2) Traffic continues to get more congested - lack of action
- (3) Recent building on Pearl that replaced Camera building - too massive

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

I am concerned Boulder has an increasing bias towards density and big development. I think that this has the potential to change Boulder for the worse in that it may strip away some of what makes it special.... low-density walkable city, with low traffic and beautiful views throughout.

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 believe that maintaining a low growth trajectory along with encouraging and designing around transportation alternatives like biking are key to the long-term success of the City.

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 agree with these thoughts. I believe heights should be kept to a minimum, parking needs to stay at sustainable levels, neighborhoods directly affected by a development should have a prioritized voice in appropriateness and design.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); madalene.fetsch@swe.org
Subject: Planning Board Application
Date: Friday, February 16, 2018 12:53:03 PM

PLANNING BOARD



Annual Application 2018

Date:

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

Name: Madalene Fetsch

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BoulderCO80304
United States

Home Phone:

Mobile Phone:

Work Phone:

Email: madalene.fetsch@swe.org

Occupation:

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jun 2007

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I take very seriously the need for each appointed board member to be an engaged and listening-focused representative of the community.

Community engagement has been an important value to me throughout my life generally. How we manage and zone our natural environment has interested me specifically. When I was 16, I joined a Task Force assembled by the Larimer County Commissioners to study land use and employ consensus processes in solving a 35-acre "loophole" of county review. I welcomed this experience to educate myself on how to solve land use problems in a county with an evolving mixture of rural, urban, and suburban uses and looked forward to becoming an educated, active, voting citizen in the future. My time as a young person on the task force was illuminating and encouraging.

In the twenty years since that time, I've lived in Boulder (as an undergraduate at CU), in St. Louis (as a graduate student at Washington University), and back again in Boulder as a working professional. My two engineering degrees have taught me that problem solving and working in groups are two things I do well and love to do. I frequently walk my current neighborhood envisioning changes that would address problems and benefit the community. This process has been even more satisfying with the Boulder Community Hospital area preparing to transform into the innovative Alpine-Balsam plan. As a neighbor supportive of the collaborative approach for this project, I have attended multiple sessions during the initial phase and City Council meetings focused on the next steps for the project.

I am also a contributor to our local community through my work running a Maker Space in east Boulder. This non-profit art cooperative workshop provides low-cost studio space to artists and makers in Boulder, fostering Boulder's reputation as an artisan-friendly community. I handle issues with our landlord and have worked with the other members of the board in improving and changing the space throughout its nine-year history. This particular experience has enabled me to see what kinds of issues come up in the more industrial parts of Boulder, and what businesses and customers that utilize those areas are seeking.

Lastly, I am treasurer for the local section of the non-profit Society of Women Engineers, a group of 400+ women engineers who participate in professional development, outreach and networking activities.

2. Have you had any experience(s) with this Board or the services it oversees?

I have attended multiple Planning Board meetings and talked with past and current board

members about the role. As a citizen, I've lived in seven different parts of Boulder including dorm rooms, apartments, condos and houses, each with a different flavor. When I travel to work along US 36 and see the employees of Boulder companies streaming the other way; when I walk or bike my neighborhood with its collection of long-term homeowners, students, retirees, and families; and when I attend meetings on upcoming developments, I am impressed with the ongoing desire to solving density and housing issues among the residents and city planners. I personally am committed to focusing on the top issue in the most recent survey of residents: access to housing. I would dedicate my time to accomplishing that goal for Boulder citizens who are working hard to make our city a vital community.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

My history of working with groups has led me to also teach others the skills around conflict resolution, since I feel that being able to have difficult conversations is one of the most important facets of leadership. I do not shy away from these conversations and feel that transparency and appreciation for different points of view are central to these conversations going well.

In our Makerspace, we had a period where a member engaged in bullying behaviors, causing us to lose three members in a very short period, and forcing us to deal with an outburst during an Open Studios weekend with members of the public present. I took several specific actions:

1. I walked the group through what the outcomes would be if I took each of the different options we had available for the space.
2. I met with the member and a couple other members to discuss how assigned quiet times could address the issue.
3. I talked with a city-trained mediator to evaluate whether third party mediation would be a good option for us.
4. I called a board meeting to discuss as a group what we were comfortable doing.
5. I finally suggested action for our board of terminating the lease of this member and agreed to personally take the action to let this member know, which luckily happened without any physical altercation.

This was a tough time personally, and for our space. However, I took away that it is best to address conflict directly, calmly, and with expectations for behavior that you yourself are also willing to follow. Creating an environment where people can disagree in a civil manner is the best basis for any shared space, but if the expectations of civil conduct are too much for a given individual, it is helpful to have the skills to deliver bad news calmly and with no ill-will intended.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I work full time as a Software Quality Assurance Engineer at Polycom in Westminster. I am a homeowner in Boulder and rent space in east Boulder for a Makerspace. None of these are expected to become conflicts of interest, but in full disclosure I would be willing to recuse myself from decision-making if it dealt with any of those properties and as is expected of all Board members in similar situations.

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?

We struggle in Boulder with wanting to preserve quality of life and strong property values while responding to repeatedly-stated concerns that affordable and middle-income housing are slipping away. This dichotomy was made more apparent to me when I have participated in the Alpine-Balsam collaborative sessions. I see the potential good that can be done with a centrally located site such as this. If appointed to the Planning Board, helping to fulfill its vision statements in this real project would be a priority.

Coordinating our efforts for adding middle and lower income housing with lower impact transportation options is an attainable next step. I evaluate how each new development I see and hear about will attain this goal, and spend time talking with others about their own experiences with what makes public and alternative transportation work for them. This is crucial since many who work here commute in from other communities, resulting in higher transportation impacts, including pollution, even though many would choose to live in Boulder and commute in other ways if it was affordable to do so. The city has done an excellent job of attracting high-value employers, but cities do best when they also have a diverse group of resident citizens, ones who provide new income streams, different kinds of services, and have different walks of life.

The new Boulder Commons is a great example of a workspace that is both central and replete with new improvements. These buildings are accessible from a main bike trail, bus station and roads alike, with net-zero buildings and residents invested in continuing sustainability efforts. This is a great test development to demonstrate what is possible, and as such, has served as a meeting location for groups such as the Society of Women Engineers who want to learn more about innovative building options. The plans for the nearby partnership between Boulder Housing Partners and Zocalo Community Development at 30th and Pearl will dovetail nicely with this project as the central east corridor of Boulder transforms in 2018.

In terms of planning aesthetics, I've been influenced by reading "A Pattern Language" and "A Timeless Way of Building" by Christopher Alexander. We have a beautiful city, and there is much we can keep beautiful as we look at our best options for our city in the 21st century. In terms of planning impact, I've been influenced by reading "Evicted" by Matthew Desmond and "Redesigning the American Dream" by Dolores Hayden. The latter two cover the importance of having safe, reliable housing close to places of work in order to build long-lasting and successful communities. We are on our way to accomplishing this. I also strive to stay current on city planning by listening to all sides of housing conversations here and in other communities such as St. Louis, Los Angeles, Portland, Detroit and Denver. I benefited greatly from the advice given to me by several City Council members after my 2017

application to the Planning Board, especially concerning affordable housing efforts in Boulder. I've learned a lot about current land grant efforts and neighborhood collaborations that increase density in low impact ways while building consensus among neighbors, a crucial part of our planning processes.

My graduate school years in St. Louis were spent near Washington University in a very diverse neighborhood full of staff and graduate students from many parts of the globe. That experience showed me that it took more than city government involvement to decrease the crime rate and strengthen the community. Churches, health fairs, community gardens and other non-profit groups put research-based programs into action and made the planning framework successful. There I learned a different concept for renewing businesses and residences in an older part of town. I know Boulder can tackle its own challenges and create a planning perspective that helps us achieve real goals as a 21st century city.

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.

Three least successful, or at least, pending opportunities:

" 30th and Walnut. While the newer housing at 29 North has access to groceries and other retail, it has not been sufficient to anchor most businesses on the south sides of the intersection. There is potential for adding housing that can take advantage of the bus routes here and the proximity to the new Google building. A redevelopment with first floor retail and other floors of housing could reinforce the area as a walkable neighborhood. Fresh designs could show those driving past or working nearby what's available in this area.

" Northeast Boulder, near UCAR. This is a densely residential area with office buildings but very few services. This is despite there being the advantages of the proximity of the airport, UCAR, and the light industrial district on the east side of Boulder. Beyond the meals on wheels building that is planned for this area, bringing in additional services such as a recreation center, a bike shop or other retail could bring this area to life. In particular, this could be a test area for expediting projects that include significant proportions of affordable housing; as a tool in our box for encouraging affordable housing inclusion by developers.

" 28th and Iris, Southeast corner. The retail or mixed-use potential here is underutilized. With the recent bike path improvements along Iris, this is ready to be a location that people make a part of their daily routine. The businesses near the DMV have their regulars, but better exposure to Iris and subdividing the building would draw more local businesses that cannot afford the rents on Pearl Street.

Three most successful:

" Boulder Commons, at 2490 Junction Place. Situated close to affordable housing and the bike trail, this part of town will experience growth between the new Google building and other Transit Village plans, including the development expected at 30th and Pearl in the next year or two. This unique set of buildings can serve as an example for other projects, not just for being net-zero but also for having a layout to encourage alternative transportation use. It's great to see density opportunities that can fit smoothly into an existing neighborhood.

" ReSource neighborhood, near 63rd and Arapahoe. This may appear an odd choice, but this spot is actually a well-used area that boosts the appeal of multiple businesses on this side of town. I frequently use its near location as a benefit for makers and artists who want to join my Makerspace; cheap materials are very desirable to those looking for studio space like ours.

People traveling here fold in trips to other businesses like Efrains or the Recycling center, so the district as a whole encourages a mixture of material re-use and recycling and frequenting local businesses such that it becomes a habit. Next time you are in ReSource, take a look at their bulletin board. It tells us where the small businesses are really popping up. I am hopeful that the development being considered just northwest of this area fits smoothly into the vision of creative re-use and look forward to hearing the evolving plans.

" The new event space at 13th and Pennsylvania on the Hill: through minor modifications, this high foot-traffic area could be a draw for summer concerts, community block parties, and other gatherings. It's aesthetically pleasing and a great reminder that lots of people enjoy this neighborhood. I look forward to seeing what new uses it develops in 2018.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

Much hard work and thoughtfulness have gone into the City of Boulder Planning regulations and the Board should be positively recognized. There's much in the regulations that is useful to the citizens and to the elected and appointed officials who carry them out. However, we paint ourselves into a box when we find that the median infill home size is greater than 5,000 square feet. Efforts so far to incentivize affordable housing and density are not effectively making up the difference when much of the drive is to make ever larger single-family homes. More than half of the 50,000 or more who drive into Boulder each day for work would live here instead if they could. To that end, I am interested in the proposal by City Council members Sam Weaver and Bob Yates for the city to create a shared-equity program to assist middle-income homebuyers with down payments and mortgage qualification.

A home on my block recently came on the market, under the median price for Boulder single family homes. I met several families looking to buy at the open house. Veterans, new home buyers, and those who had only one employed adult in their family all smiled hopefully but reservedly; they knew that such a house was in too high demand for them to ask for special consideration in their mortgage arrangement. Knowing that so many want to make a home in Boulder but that they are outpriced is heartbreaking. A program that ensures a more even playing ground for home buyers strengthens neighborhoods and makes it more likely that we all benefit from the decrease in crime and increase in civic engagement seen when people can buy their own homes.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.

Encouraging density to happen along central corridors, like the housing along Broadway north of Balsam, is one way to lower transportation impacts. I find my peers don't assume they will use their own car to reach a destination. We look for opportunities to take buses, trains, bikes, share rides and use other modes of transportation. The City of Boulder can take advantage of this by focusing its greater density just off of main arteries, where there is back-door access via bike trails and front-door access via cars. Underground parking is ever more popular, and some of the newest employers in Boulder are motivated by being on existing public transportation routes and creating financial incentives for employees giving up a parking spot. We can build on those successes by looking for the best combination of the two: public

transportation routes that already have high-employee count businesses on them and adding new housing along them.

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?

Boulder alternately embraces and resists change and for good reason. We strive to make the best decisions for our community because we cherish it. We create co-op opportunities, alley houses and the shifting of affordable housing credits to welcome others into our town in ways that encourage positive growth. Yet, there are even more excellent creative housing solutions that could successfully shape our community as it grows. These include reducing the minimum lot size, evaluating the expansion of the ADU program, and expediting affordable housing projects. Even more inventive ideas are emerging with the input provided in the Alpine-Balsam project and perhaps for the 30th and Pearl development as well.

The Planning Board has the unique role of steering our city into a healthy and welcoming place to live and work. This requires balancing issues of traffic, housing values, the transient population of students, a desire for visibility of the Flatirons, and the protection of our unique community profile. I care about these aspects of our community and I care about those who struggle to make ends meet here. I care about the businesses and institutions that make it a vibrant community. Each time I talk with people in my neighborhood, I learn new things about the services they depend on and what makes Boulder the best place for them to live. I'd like to act as a conduit for my neighbors in communicating about city planning activities. I find that others my age are often unable to purchase a home in Boulder, or to take a strong role in Boulder city planning. So, I am interested in being a pioneer for my generation in this area. There are ways for Boulder to preserve what makes it special while developing into a place where people at a diversity of ages and stages can make their home and their living. I stand ready to help this happen by joining the esteemed team of the Boulder Planning Board.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); [John Gerstle](#)
Subject: Planning Board Application
Date: Thursday, February 1, 2018 5:07:52 PM

PLANNING BOARD



Annual Application 2018

Date:

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Name: John Gerstle

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United States

Home Phone: (303) 444-7625
Mobile Phone: (720) 470-5408
Work Phone: (720) 470-5408

Email: john.gerstle@alum.mit.edu

Occupation: Water Resources/Environmental Engineer

Place of Employment / Retired: Gerstle & Co LLC

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jun 1952

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Served on Boulder County Planning Commission 2007-2013

Served on City of Boulder Planning Board 2014-2017

Served on Boulder County Mosquito Control Advisory Board 2003-2007

Advisor to Planning Commission of the Govt. of Bhutan 1985-2002

Boulder High School - graduated 1970

CU/University of Colorado at Boulder - B.A.(Chemistry) 1975

MIT/Massachusetts Institute of Technology - M.S.Civil Engineering. - 1978, Postgraduate degree of Civil Engineer - 1979

Professional Experience as Consulting Engineer for Environmental and Water Resources Management, US and Norway 1975-present'

Resident General Advisor to Govt, of Bhutan -1985-88, consultant from 1988-2012

United Nations Himalayan Regional Advisor on Environment, Kathmandu 1988-1990

Visiting Lecturer, CU, Norwegian Technical University, DU, University of York (UK),

Served as Expert Witness in Courts of Law in cases dealing with disputes over water and environmental/natural resources management.

Advisor to US, United Nations, World Bank and foreign governments in negotiations on water management. environmental impact, water allocation, project formulation and evaluation, river basin compacts and international electric power sales and delivery contracts.

2. Have you had any experience(s) with this Board or the services it oversees?

Yes - served on Planning Board for abbreviated term 2014-2017.

Spoke to Planning Board in public comment periods on several matters in the years before I was appointed to Planning Board in 2014.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have been involved professionally throughout my career with the resolution of conflicts and disagreements regarding water and natural resources management. For example' I assisted the US Dept of Justice with- disputes on water management in Wyoming and Colorado. On one of these, I helped to establish a working group of concerned parties and represented Federal interests to assist in the successful resolution of the conflict by ensuring that each party was

able to articulate their concerns and participate in the development of an acceptable procedure which subsequently lead to an agreed resolution. In my opinion, this succeeded because we managed to have the parties agree on the process that was to be used - before discussion of potential alternative solutions was initiated. Another important element in the process was to ensure that good personal relationships among the concerned parties were established and maintained. There was also significant effort taken to ensure that the concerns of each party were described in detail, before the potential outcomes were identified and evaluated. These efforts established the credibility of the process with all parties, and ensured the acceptance of the working party decisions and outcomes.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I am not aware of any major potential conflicts of interest. I would seek the guidance of the City Attorney in recusing myself from matters that would affect property owned by myself or my family members, which consists of our residence at 920 Jasmine Circle owned with my wife, and, together with my siblings, the family home at 3650-4th Street in which we were raised.

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 believe that the most important planning issues facing the City are those dealing with growth, low and medium income affordable housing, neighborhood and city character, open space and conservation, homeless housing, roads, transportation and parking, development of cultural and performance facilities, community benefit tradeoffs, development and preservation of affordable commercial space and facilities, floodplain management and annexations. Many of these are addressed in general terms by the Boulder Valley Comprehensive Plan, and the major challenge is to apply BVCP guidance to the specific questions which must be addressed by the Planning Board.

I have found that the articles in "Planning" - (Journal of the American Planning Association (APA)) - to which I have had a subscription since 2011 - to be very useful and relevant. Other very good and relevant books which have influenced my thinking are "The High Cost of Free Parking" , "The Death and Life of Great American Cities" and "Pattern Language".

My graduate studies included courses in planning, policy and project formulation and evaluation - which have been very relevant and useful in addressing issues considered by the Planning Board.

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.

Most Successful:

1. Holiday neighborhood development - important elements in its success are the variety of building designs, mix of housing types, reasonable amenities for residents (including park areas) and thoughtful layout of streets and commercial/office facilities.
2. Iris Hollow development (SE corner of Folsom and Iris) - good mix of housing types, efficient land use, nearby commercial and public transport services.
3. Chautauqua - although not new, it is a good example of thoughtful layout and development that has resulted in a pleasing neighborhood with good access to neighboring open space and efficient use of limited space, with very desirable social and cultural facilities (auditorium, park/playground, tennis courts).
4. Adoption of the Blue Line, limiting development of Boulder's mountain backdrop.

Least successful:

1. Arrangement of Canyon Boulevard that dead-ends in the 29th St (former Crossroads) Shopping Center. This should not have been allowed and is not justified under any rational aspect of land use or transportation planning, even 6 decades ago.
2. The manner in which the IBM/Gunbarrel neighborhood was annexed and developed, resulting in an underserved neighborhood with limited public transport, cultural and commercial facilities. Better consideration of community needs and desired services at an early stage should have been done,
3. The "Trailhead" development on the site of the former Boulder Junior Academy school on 4th Street seems unsatisfactory to me because it was allowed to proceed with a street layout that has only one entrance, resulting in an almost "gated community" effect, although there is no gate. Thus, rather than integrating the subdivision with the neighborhood, it has effectively isolated it. Also, it would have been preferable to have on-site affordable housing integrated into the project - as it is now, all of the housing constructed on the site is expensive.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

I believe that there should be greater attention and increased latitude given to aspects of community benefit in consideration of development proposals. The primary aspect of community benefit considered under present practices is low-income permanently affordable housing - certainly important and worthwhile, but other aspects should also be considered also, including cultural, artistic, open space and park areas, etc. Under current practices, Planning Board has not explicitly considered such aspects, although it may address them informally and implicitly in its consideration of projects. The changes in the most recently adopted version of the Boulder Valley Comprehensive Plan do, however, form a reasonable basis for including such considerations.

I would also seek to make neighborhood or sub-community planning a more significant element of the City's planning and decision-making process for important projects. Boulder has successful examples of this approach, which will benefit the city greatly in the longer term if implemented elsewhere. I would also seek to ensure that transportation planning issues are dealt with in a more systematic manner, so that aspects of public/mass transportation services

are formally required to be considered, rather than dealt with as an afterthought.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.

There is a very clear and important relationship between transportation and land use planning. Some changes to city policy and regulations which would diminish transportation impacts would be to increase the incentives to "unbundle" parking from both residential and office/commercial development, and to require some sort of "linkage fee" for new development to support public transit activities. Another option would be to put into place some sort of requirements for public transit service to the new development as a condition for approval.

Another change might be to require employees who receive parking privileges at their places of employment to be charged, either by their employers or by the City, so that employees are reminded of the value of the parking amenity. Similarly, residents who expect parking privileges on public streets in their neighborhood might be asked to pay a higher price for a parking permit, for the same reason.

I would also like to see that public transportation issues are dealt with explicitly as part of project considerations and approvals, instead of as an informal element of the discussion.

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 the Planning Board can do a reasonable job of dealing with the objective questions of building height, parking reductions, intensity and appropriateness of use, with the changes suggested above and its present authority. It has great difficulty in dealing with the aesthetic issues associated with design. I would address this by increasing the interaction and communication with the Design Review Board, by increasing the requirement for neighborhood public meetings, and by making aesthetic issues an explicit aspect that Planning Board must consider.

From: [No Reply](#)
To: [Leatherwood, Heidi; hrmoon@protonmail.com](mailto:hrmoon@protonmail.com)
Subject: Planning Board Application
Date: Friday, February 16, 2018 12:00:23 PM

PLANNING BOARD



Annual Application 2018

Date:

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

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Occupation: Producer/Panelist on the Bitcoin news show 'Block Digest' & Organizer of the Boulder Valley Bitcoin Meetup

Place of Employment / Retired: Retired Civil Engineer of the Army National Guard

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Graduated High School in 2001

Technical Engineering Specialist(51T) Army National Guard 2001-2006 - Manual and Automated Surveying, Drafting, AutoCAD, Concrete Engineer, and Soil Analyst.

Helped lay the first control points for Bagram Air Base, Afghanistan 2003. Conducted topographical surveys of Bagram mountain valley 2003. Helped in the planning for the water and sewage system at Bagram Air Base 2003. Conducted surveys and planning for humanitarian aid schools built in Honduras 2004. Helped with cleanup and relief effort in the aftermath surrounding Hurricane Katrina 2005.

All of my work in the service gave me a well rounded view of Civil Engineering.

60 hours of World History & Psychology at Louisiana State University in Shreveport.

In 2006 following my injury, I had to leave school and went through a deep social and personal struggle. I was able to recognize the problems were bigger than myself and in 2013 I graduated from R.O.V.E.R.(Returning OEF/OIF Veterans Environment of Recovery), which is a PTSD clinic at the VA in Houston, TX.

In 2014 I started to research Bitcoin and Blockchain technologies. My whole life I had been an amateur electrical and software engineer, but had never done anything with the knowledge. I tried my hand at working with Bitcoin to where I could save up enough money to move to Colorado, I achieved that goal back in 2016. Today I help educate people about Bitcoin and Blockchain technologies and how they can help change our world on a YouTube news show and local Bitcoin Meetup Group.

Daily work in Operational Security, Cryptography, Economics, Blockchain Technologies, Public Speaking, Group Management, Game Theory, Open Source Development, Software Engineering and Graphic Design.

2. Have you had any experience(s) with this Board or the services it oversees?

There are many aspects of Boulder where I really appreciate the well thought out design and planning for the overall good of the community. The public open spaces, bike paths, parks, water management, building codes, and public transportation are all very conducive for a healthy happy community. Having been a civil engineer and coming from a part of the country

where these aspects of development are hindered, I very much appreciate these projects and those who have helped foster their planning and maintenance. It's so efficient I was able to sell my car a little over six months ago and just stay on the bike trails. This has been very helpful in reducing my daily stress and boosting my health. I'd like to help the system that helped me.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

The show I help produce called 'Block Digest' came out of a small part of the Bitcoin community. When we started the show it was hosted by someone real popular in the community who unfortunately had to take a leave of absence around episode 59, about 3 months ago. Since then me and the rest of the crew had to completely restructure how we did the show in order to keep it alive. We used to do strict time slots for certain news stories and made sure to finish in under an hour. Now we have moved to a more open panel with no clear host and lengthier episodes in a podcast style format. The show has been a constant management of getting different schedules, personalities and formats to work together. We are all from different parts of the globe so time zones and personalities sometimes clash, but we work through them for the good of informing the viewers.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I would like to help foster the development of cryptocurrencies and blockchain technologies to find new market efficiencies and more effective governance structures. However I do believe these developments should be made under proper management and oversight of the municipality.

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?

Planning for an Independent Energy Network, Independent Broadband Network, and Independent Economy.

The current construct of the way these systems work together is inefficient and unsustainable. We are currently fracking for gas in Boulder County where we get nearly 300 days of sunshine because the incentive structure is currently laid for profiteering over functionality. While this is a nuisance here, it's already destroying my home environment in Louisiana. To that end, we could help develop renewable energy tech like solar cells, wind turbines, and hydroelectric generators to be the most efficient possible by allowing an independent cryptocurrency market to develop. The current value proposition of renewable energy is you can cut cost on electricity but any excess energy that is not stored in a battery is wasted. However the value proposition changes when cryptocurrencies enter the scene, all that excess energy goes

towards a hashrate to receive a blockreward, using all energy received toward the goal of finding value. That would allow entrepreneurs to develop the most efficient renewable technologies possible. This system could be huge for the independence of Boulder would require us to take our own power grid and broadband network more seriously to develop those networks to also work independently. Once we develop these technologies it will improve the lives of those around us and we could transpose those models to help aid those outside of Colorado.

I've worked in amateur, private, and public sectors of Electrical, Mechanical, Civil, and Software Engineering my whole life. I've witnessed the public failures of our current governance structure from the front lines.

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.

Most Successful

- 1)Boulder Public Library
- 2)Public Artwork under overpasses
- 3)Boulder Creek Path extension to 63rd

All three of these projects required a great deal of planning in board meeting to find what would be the best for the community. Social discussions with the community to get their input before approval. Contracts with construction companies, engineers, and artist to help with it's development. Then proper oversight of the work place as it develops. Gauge community feedback after recent developments are complete.

Least Successful

- 1)Flood prevention construction around 28th and Kalmia
- 2)Building construction at 28th and Canyon

These two were the only I could really think of based simply on the time it's taken for completion. They would both take more time than the previous as they do require contracts with private entities. These projects are also taking a little longer because they both require a little politicking, then the flood project requires extensive research on the most efficient drainage solution. So I'm really not saying this construction has been 'bad' just the more inefficient.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

I would like to see the approval of projects using blockchain technologies. That would require some legal legislation drawn up to properly regulate cryptocurrencies as they develop. One thing that could hurt a new system being developed is an overflow of the network. This problem could be avoided by properly scaling the network as it grows in user adoption. We should take proper steps in growing these technologies and avoid the pitfalls of network congestion during development.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.

Multi-Sig Project Planning Office.

If we have proper regulations in place for the community to be using cryptocurrencies, we could setup a central planning office for citizens to submit proposals for new ways of making cycling to work easier. Those proposals can be viewed by the cycling community and voted for with the actual cryptocurrencies. Once a set goal has been reached in fundraising for a new proposal, the contract would be approved and funds allocated for development. This would help the cycling community better self govern the paths they take to work everyday. Also this example is strictly for the cycling community, it could work for other developments as well. Local neighborhood issues. Lots of interesting things we could test with cryptocurrencies and new governance models.

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've really appreciated all the developments, coming from an area of the country where you'd be lucky to see anything fixed, it's incredible to me.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); chris.f.nicholson@gmail.com
Subject: Planning Board Application
Date: Friday, February 16, 2018 4:21:19 PM

PLANNING BOARD



Annual Application 2018

Date:

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

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Occupation: Head of Operations

Place of Employment / Retired: Global EIR

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2017

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

- B.A. in Political Science from the University of Southern California
- Consultant for multiple city council candidates and elected officials in Los Altos, Mountain View, Palo Alto, and San Jose from 2004-2014.
- Head of Operations at Global EIR, a Boulder-based non-profit working with universities to expand access entrepreneurship opportunities to foreign students.

Because I am a renter and a millennial, my point of view would expand Planning Board's ability to represent the broader Boulder community and increase community buy-in for Planning's decisions.

2. Have you had any experience(s) with this Board or the services it oversees?

While living in the Bay Area I attended numerous City Council and Planning Board meetings, and through a 15-year involvement in civic life, I've advised elected officials on how to craft their urban development policy and convey it to the public. I've given public comment when appropriate, seeking to balance the value of my input against that of the public's time and attention.

In my interactions, I developed a governing philosophy focused on finding consensus. I saw Planning Boards and Councils that worked well together to find solutions and others that seemed to allow every issue to devolve into acrimonious debate. I resolved to be someone who, while holding strong opinions, was committed to making government work and inspiring trust in the process.

Through my engagement on issues including single-story overlay zones, the development of a downtown hotel, the location of a new elementary school and neighborhood parking restrictions, I've watched public servants I respect put aside their personal views to create consensus.

I saw how residents were more willing to accept an outcome they disagreed with when they felt the process was open and fair. I understood that while policy should be driven by elected officials, board members should seek to find solutions and work as mediators on complex questions to achieve an outcome in line with the council's goals.

3. Describe a situation where you were involved with a group and had to work through a

disagreement or conflict among the members.

Having worked on numerous political campaigns it was often my responsibility to mediate discussions between stakeholders with disparate interests. I've resolved contentious disagreements over campaign spending priorities and messaging choices more times than I can count. I've found through those numerous interactions how critically important it is to build strong working relationships.

Often a willingness to compromise is directly related to the ability for those involved to see the process as an iterated game rather than a single solution. In instances where a party is not a recurring participant, I find that it's important to have opportunities for personal connection; fostering an open dialog and finding compromises is far, far easier when you've taken the time to engage with the participant on a human level before engaging in the conflict at hand.

Finally, if you believe a reasonable compromise is available, it's important to lead in good faith. Finding opportunities to demonstrate that good faith and encourage others to do so is critical. Most people are fundamentally good; if you take the time to understand where they're coming from and approach them on their terms and speak their language, you are far, far more likely to help the parties involved find a mutually agreeable outcome.

4. List all potential conflicts of interest you might have with respect to the work of this board.

While I have done public policy work in the past, I have never done professional advocacy on municipal matters in Boulder. I do not plan to take any municipal clients in the near future nor would I accept clients with interests that could come before the Planning Board.

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 was born into a city of moderately priced, mostly single-story ranch-style homes with a quiet downtown designed to serve local residents. My mother chose Los Altos because she loved the neighborhood in which we lived. By the time I left, development had expanded dramatically, with McMansions and large commercial developments fundamentally altering the city's character.

Defining Boulder's character for the next generation is the key issue that faces the current Planning Board. Balancing commercial development, affordable housing, recreational opportunities and open space in a manner that creates broad consensus for both individual planning decisions and broader policy choices is critical to ensuring a predictable planning process.

Through the effective implementation of sub-community planning, the development of policy tools necessary to secure the best possible community benefit from new projects, the use of impact fees and incentives to secure commercial development and regulate growth in a

manner that best serves residents, Planning and Council can ensure that the character of Boulder reflects its residents' values.

In that vein, technological developments including energy storage, smart materials, and automated vehicles will all reshape the urban planning landscape. Boulder has a history of forward-thinking policy and it must ensure these shifts effectively serve the community. Building effective policy tools to balance the benefits of change with the potential negative impacts on Boulder's character and livability is critical.

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.

1) The Blue Line & Open Space Sales Tax

Forethought, detailed planning, and community buy-in were key to the success of these changes. Dedicated conservationists had the foresight to recognize the impact of allowing unrestrained growth in the flatirons and the value of owning the open space surrounding Boulder. They had the political skill and community relationships needed to execute on their vision and raise the revenue required to define the character of Boulder for generations to come.

2) Hogan-Pancost

By engaging community input, balancing environmental and hydrological concerns, and finding consensus between nearby residents and the broader community, a solution which satisfied most of the stakeholders was able to be found. The purchase of the property by the city will allow for an eventual outcome most consistent with the desires of the electorate.

3) The Holiday Neighborhood

Due to its foresight in purchasing the property, the city was able to use its leverage to integrate substantial affordable housing, transitional housing, and inclusive urban designs to increase communal spaces and thus livability for its residents.

1) Pearl Place

A lack of appropriate planning by previous councils left the city without the regulations needed to ensure a greater community benefit than was achieved. The resulting design, while a positive outcome overall, fell far short of what was possible had the necessary policy tools been developed in advance.

2) Folsom Street Right-sizing

The project was in line with Boulder's transit and environmental goals; it was forward thinking of the council to pursue it. It was a failure in that consensus was not sufficiently obtained before moving forward.

3) University Hill

University Hill has unique needs due to the nature of its population. The Hill serves as the primary shopping district and off-campus housing source for Boulder's large student population. Yet many of its commercial properties are run down and its housing stock is old, overcrowded and contains numerous illegal ADUs.

The lack of an effective sub-community plan has prevented the kind of policy differentiation necessary to achieve the best possible outcomes for the neighborhood. There have been some recent positive developments, but the hill needs more attention to better meet students' housing, retail, and entertainment needs.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

In advising council on its implementation of a sub-community plan for University Hill I'd look to slightly increase occupancy limits for students. Residents in surrounding neighborhoods have repeatedly expressed the desire to see more students living on University Hill; it makes sense to use sub-community planning to encourage that behavior in the neighborhood best suited to students.

Understanding that local retail provides significant benefits to Boulder residents, I would work with council to encourage the development of smaller, more affordable, alley-facing retail units using tools like variable impact fees and community benefit requirements to do so.

In recognizing that many residents will only have a handful of interactions with the Planning Board and city planning regulations, I would support the creation and regular update of a document similar to California's "Citizen's Guide to Planning." As sub-community planning is introduced, it's more important than ever to make the accessibility of our planning regulations a priority.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.

With an eye toward the shifting nature of transit, I support updating regulations to create designated locations for ride-sharing pickups and drop-offs in large commercial developments and multi-family dwellings. It makes sense to incentivize the inclusion of electric vehicle charging stations for residents in street level and underground parking.

By requiring new commercial developments and multifamily dwellings to display digital transit schedules so residents, the city would make it easier for workers and shoppers to know at a glance when the next bus was arriving.

A citywide EcoPass would dramatically improve Boulder's transit usage. If RTD continues to prohibit progress, Boulder should consider running a free local bus system as other nearby cities do.

The city's parks and recreation department should consider offering free bicycle training and

safety programs to encourage riders young and old to use alternate modes of transportation. By increase the deployment of physically separated bike lanes, we can encourage new riders to feel safe as they move around Boulder.

In order to encourage pedestrian transport, I would support building crosswalk monitoring cameras at major crosswalks and encourage pedestrians to report vehicles which violated crosswalk laws. This would more strongly encourage drivers to stop for pedestrians. I would also encourage police to conduct enforcement operations at high risk locations to improve pedestrian safety.

As automation reshapes transportation, Boulder should be proactive in designing neighborhoods to discourage vehicles from using surface streets as faster alternatives to congested thoroughfares. Other cities have already begun to deal with the unintended effects of app-based guidance systems redirecting traffic in a manner unintended by planners. In an era where technology shifts dramatically in a single decade, we must be especially proactive to avoid seriously negative consequences for residents.

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 Boulder is at a crossroads in deciding what type of city it wants to become. I see the recent election results as instructions from the voters in helping guide us to build a city in line with their wishes.

It's clear to me that residents of all ages appreciate the views they have of the flatirons as they go about their day. I believe that when multistory buildings are constructed, it's critically important to allow and encourage public access to the roof as one way to mitigate the loss of street level views. We need to do far more to make rooftop access visible, accessible and valuable.

One of my favorite venues I've ever had the pleasure of visiting was the roof of a parking garage repurposed as an outdoor garden and restaurant. I think renovating city owned buildings to encourage more inclusive and public use is one way to reduce the impact of new development.

In a broader sense, I see an effective process as the key tool to building consensus around the policy choices dictated by council, and thus, the voters. We owe it to the citizens to ensure they feel represented and heard. It's critical that they see that outcomes are driven by policy and not personal beliefs.

My goal as a planning board member would be to save council's time by performing an independent-minded analysis in line with their opinions, to avoid them having to repeatedly call up projects because our work didn't adequately address council's concerns or those of the residents. A significant part of success in doing that is the ability to mitigate resident's concerns not simply by making the correct decisions in a fair-minded manner, but by the manner in which we communicate.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); knordback@yahoo.com
Subject: Planning Board Application
Date: Friday, February 16, 2018 2:02:19 PM

PLANNING BOARD



Annual Application 2018

Date:

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Email: knordback@yahoo.com

Occupation: Software Engineer

Place of Employment / Retired: Konica Minolta Laboratory USA

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 1969

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I served for three years on Boulder's Landmarks Board, including a year as vice chair, before resigning for family reasons. This experience broadened my exposure to architectural and design issues and gave me experience in city procedures, legal and ethical considerations, and how to serve the public and Council effectively as a board member. I've taken several planning courses at Portland State University (for my own edification, not as part of a program), including Land Use Implementation, Land Use - Legal, and Transportation Modeling. In my three years in Portland, Oregon, I served on a task force examining parking policy, and I participated in the land use committees of the two neighborhoods we lived in. I've been active for many years with the Community Cycles Advocacy Committee, and in keeping with my support of cooperative housing I'm a member of Boulder Housing Coalition's Development Committee.

2. Have you had any experience(s) with this Board or the services it oversees?

Having had a longstanding interest in planning issues in Boulder, I've watched Planning Board's doings for years and attended a great many of its meetings. For the past several years I've been Community Cycles Advocacy Committee's point-person on planning projects, which has entailed reading the Board's packets with a focus on transportation-related issues and, when appropriate, drawing up draft comments from CCAC for submittal to the Board. We've commented on S'Park, Rêve, the Google offices, the new Vitamin Cottage store, and small residential projects in North Boulder, among others. Recently I've similarly been tracking projects that come for staff-level Development Review (which staff has been posting weekly, at our request).

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

The most relevant example is probably my role in resolving the "standoff" over the house at 747 12th Street, where I grew up and which my family owned until recently. Many of you will recall the details, but in short, my family wished to sell it to a developer and applied for a demolition permit, which I did not support. The Landmarks Board imposed a stay of demolition and approved historic designation, and Council received quite a bit of pushback from the community as a result. I urged a compromise which traded historic designation for allowing subdivision of the lot. This not only resolved the conflict but also aligned with my goals of promoting both historic preservation and small, more affordable infill in place of

ultra-expensive luxury housing. I'm hopeful that this win-win solution could be a model for similar situations in the future. (I gave a presentation on this success story at Colorado Preservation Inc.'s recent Saving Places conference.) More broadly, I believe a "middle way" is the solution to many of our ongoing disputes over growth and planning.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I own property in Boulder and co-own some with my family. Certainly I would recuse myself from any discussion with direct and material bearing on property I had an interest in, but when I was on Landmarks Board the City Attorney made it clear to us that our job was to be impartial judges of the issues, not to recuse ourselves at the remotest possibility of conflict of interest. I would expect to continue to take that as my solemn duty.

If appointed I would also expect to step away from my current roles with Community Cycles and Boulder Housing Coalition, to avoid any conflict of interest.

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?

There seems little doubt that housing affordability and managing growth pressures are our most pressing issues. The state is growing, the region is growing, and demand for both housing and commercial space in Boulder are extremely high. The city has certainly changed since I was a kid growing up here -- physically, economically, culturally, and demographically. The pressures mean change will continue to happen, and our challenge is to guide the changes so that the soul of the city we love is preserved -- a welcoming, innovative place that puts care for people and the environment first.

I'm not a professional planner, but I have a passionate avocational interest in planning, architecture, and the urban form. I find visiting and observing urban places fascinating, from tiny, dusty towns in rural Colorado all the way to London and New York and Tokyo. I'm hopeful that my broader knowledge, combined with deep and personal historical knowledge of Boulder, might bring a unique perspective to the Board.

I mentioned above the planning courses I took at PSU. Books that have influenced me include first and foremost Jane Jacobs' *The Death and Life of Great American Cities*, whose wisdom continues to shine; Jan Gehl's *Cities for People*; Robert Caro's *The Power Broker* (fascinating and tragic in and of itself but particularly in light of Jacobs); *Walkable Cities* by Jeff Speck; *City Rules* by Emily Talen; *A Better Way to Zone* by Donald Elliott; *The Making of Urban Japan* by André Sorensen (not directly relevant but interesting in showing the development of a very different urban form from ours); and *Zoned in the USA* by Sonia Hirt. I'm also a devotee of various planning blogs including Planetizen, CityLab, Strong Towns, and Next City.

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.

I'll start with the good.

1. The Holiday neighborhood is a perennial favorite, and rightly so. I'll especially call out the Wild Sage co-housing block, which does a wonderful job of creating community through the built form, as well as using limited land area efficiently and effectively. As a project that originated with a fairly blank slate, Holiday could be a model for adding housing to some of our industrial or large commercial areas. It's also rightly cited as a success of subcommunity planning.
2. I think the new building at the northeast corner of 13th and Walnut is a very successful commercial project, especially the module right at the corner, which blends beautifully with the historic downtown buildings surrounding it while being understated. The punched-opening window spacing and proportions as well as design details like subtle corbeling and a traditional cornice work great. (I find the middle module, in the center of the block, less successful.)
3. Last I'll cite 1840 22nd St. This is an example of my preferred form: small infill on a small site. The architecture is modern, but the form and bulk are compatible with the rest of the block. The same design and intensity, scaled up to a full block, would be overwhelming, but at its current scale it fits well and adds to the character of the area, rather than detracting. (A rather similar project has been approved for the west side of 22nd St.) I suspect the units in this building are not very affordable, but with different rules and incentives we could have seen lower-priced units within the same envelope.

Now for the other side of the coin.

1. The Solana development at Boulder Junction took some steps towards good design, but I still consider it unsuccessful. It has exterior first-floor entrances but still functions mostly as a double-loaded-corridor building, because of its underground parking, and it has a central courtyard that looks nice but is gated off from the public. In the end it's another large-scale, monolithic, inward-focused building. The Peleton and the new Google building are similar in the sense of leaving long expanses of deadened streetscape. (I'll note that part of the problem with these buildings stems from the design of the streets they're on.)
2. Large, expensive single-family houses, as seen especially in North Boulder (including the appalling Caruso house on Iris) are a tragic failure that benefit the ultra-wealthy but use precious land terribly inefficiently and do nothing for the average Boulderite. They are obscenely resource-intensive, and in most cases their site design adds nothing to a sense of community. We're already over-represented in the mansion category; we shouldn't be creating any more houses that are contrary to nearly every value that Boulder holds dear.
3. Northfield Commons (at 47th and Jay) provides much-needed affordable housing, but as a city-edge development poorly served by transit and far from services, and a monoculture of low- to medium-density housing, I question whether it best meets the needs of its residents. It's car-dependent, suburban-style sprawl development. I would much rather see affordable housing in a walkable location, close to jobs and shopping. This is part of why I also opposed development of Hogan-Pancost.

7. Describe specific changes you would make to the City of Boulder Planning regulations,

and explain why you would make the changes.

In the following ideas I'm motivated by a desire to help those suffering as a result of our housing crisis, and to moderate the impact that our built form has on the environment.

I'll start with one of my favorites, tilting the code towards smaller-scale projects in general and smaller housing options in particular. I'd like to see lot size maximums in many zone districts. For housing, I support reduced FAR limits, lower lot size minimums (or open space requirements, depending on the zone district), liberalized ADU rules, and allowance for other missing-middle typologies like duplexes/triplexes and small row houses. I just learned of another friend who's getting driven out of Boulder by the lack of moderate-sized, middle-class housing options. It's clear to me that if we don't address this problem soon and vigorously, we'll lose the soul of our community.

I discuss parking more below, but I'd like to see parking requirements reassessed to align them with actual and future usage in Boulder (as opposed to their current basis in ITE standards, which are largely derived from suburban, car-oriented locations). This could also help with reducing building scale, as buildings tend to be built bigger to increase the efficiency of structured parking.

I'd like to see us experiment with long-term but incremental change to standards like lot size and parking. The community has repeatedly expressed support for gradual, managed change, and this notion is already embedded in the RGMS, which allows for 1% annual growth in housing units. Correspondingly, how about a 1% annual decrease in lot size minimums and parking requirements? This would allow for easy monitoring and occasional tweaking, and be lower-risk and less disruptive than large, discontinuous steps.

I support facilitating adding housing to some of our industrial and commercial areas. It's a shame that we're still building one-story commercial structures that could have a story or two of much-needed residential on top. This would allow for the added efficiency of shared parking between the uses, as the demand peaks don't coincide.

I'd support more student-oriented rentals in immediate proximity to campus. Much of the concern over rentals in lower-density residential areas really relates to students, and I think most students would prefer to be steps from campus, living with their peers, than in a single-family house in Martin Acres or the Hill. Eugene, Oregon saw tensions over rentals fall after the construction of large amounts of student-oriented housing. (Ideally CU would take the lead on this, but with it failing to meet the demand, private development may be necessary.)

I would like to see the city experiment with modest upzoning combined with value capture in the form of housing affordability. There are many ways to implement this basic idea, such as requiring land dedication to a Community Land Trust, or allowing lot subdivision in exchange for participation in a down-payment assistance program resulting in long-term affordability.

I'd also love to see the city explore a version of the European model of housing that's publicly owned and mostly unsubsidized but not-for-profit. This model can be completely self-funding, diverting no affordable housing money, while ensuring the building is managed not for private profit but for the interests of the residents and the public. Eliminating profit means rents can be lower, and development costs can be reduced (at least in theory) since the city is sitting on both sides of the table during the entitlement process.

I support further protections for mobile home park residents, together with long-term programs to enhance the sustainability and livability of the residences. This of course was done wholesale at Red Oak Park, I believe very successfully (and I look forward to the completion of the second phase, which is currently going through entitlement); but it's worth exploring more incremental, organic approaches as well.

Last and most generally, I'd actually like to see fewer projects going to Site Review, which is costly, time-consuming, and favors large, deep-pocketed, well-connected developers over local, smaller developers. I think Site Review may also result in larger-scale projects, in order to amortize the cost of entitlement over more square feet. I'm not suggesting sacrificing design for efficiency, but if we can make the process simpler and easier and get the same quality of design, I'm for it. This probably means broadening the use of tools like the Form-Based Code (which is really more of a design overlay), to give clearer guidance on what is and is not acceptable design.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning.

The interaction between transportation and land use, including housing, is key. We can't fully address transportation challenges if we don't correspondingly address land use and housing, and we can't fully address our land use and housing challenges if they're not tied to transportation. It's also an interesting time for all this, since we can clearly see major changes to our transportation system coming down the road (so to speak), including growing use of ride-share, improved data collection, electrification, and the elephant of autonomous vehicles. AVs in particular have the potential to upend our current planning, dramatically reducing parking demand, especially in core areas, but also perhaps increasing congestion due to reduced cost of SOV travel (particularly time cost).

It's clear this is coming, but not completely clear how it will all play out. So while addressing current needs we should be cognizant of minimizing stranded assets and the associated embodied energy. Structured parking, if necessary, should be built if possible to facilitate re-purposing should parking demand fall. Ironically, after years of discouraging surface parking lots, it's possible we might actually want to encourage them to meet current parking demand, since they're relatively low-energy, low-cost, and much easier to re-purpose -- whether for new buildings or green space -- than steel and concrete structured parking.

To address current and future congestion, we need to continue to make other modes safe, efficient, and attractive. This should start with walking, which should be the base of our transportation pyramid. That means making meaningful progress towards creating 15-minute neighborhoods, including diversifying uses; ensuring facilities like sidewalks and bus stops are as usable as our streets; and getting design details of transportation facilities right. On that last point, on my initiative Community Cycles has been asking the city to update Chapter 2 of its Design and Construction Standards, which regulates crucial details of projects like street and sidewalk widths, corner radii, driveway design, etc. One small example: some cities require an existing sidewalk to be brought up to current standards if a house is demolished and rebuilt. Boulder doesn't, but I think it should.

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 do believe most Boulderites are accepting, even welcoming, of incremental, managed change. But we've heard clear concerns over both design and scale. It's critically important that we address these concerns to the extent possible, because objectionable development is increasing the level of rancor and suspicion over other changes that would otherwise be less contentious, including changes that could help the people struggling to find housing they can afford and help to reduce the crush of in-commuting traffic.

Historically, most buildings were developed at smaller scale than today's. We see this downtown, where the beloved historic buildings are mostly 25' to 30' in width. Even more modern buildings at that same scale are by and large unobjectionable. But the larger the scale, the more crucial design becomes and the more concerning height becomes. Modern building technologies and financing mechanisms are allowing larger buildings; meanwhile, our processes, parking requirements, and zoning codes often encourage larger scale.

We can't forbid modern construction or big out-of-town loans, but we can examine where we have perverse incentives and reduce or eliminate them, and we can even limit scale through mechanisms like lot-size maximums. As an example, I was on the Landmarks Board when the Pearl West building came up. I wanted the site constructed as multiple smaller buildings, as would have been done historically. But we didn't have a regulatory tool to require that; we could only require the appearance of smaller buildings through facade variation.

Smaller scale inherently brings increased diversity of design and use, and often of height and form. It's not a panacea, but I believe it would mollify many of the concerns over what's being built these days. The great cities I've seen have some monumental buildings, but the bulk of their building stock is small-scale, even if intense by Boulder's standards. That historic, human-oriented scale is what we should aim for, while improving the design, diversity, and appropriateness of buildings and uses.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); martharoskowski@gmail.com
Subject: Planning Board Application
Date: Friday, February 16, 2018 4:29:57 PM

PLANNING BOARD



Annual Application 2018

Date:

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.

Meetings are generally held the first, third and fourth Thursday 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.

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Place of Employment / Retired: Further Strategies

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 1977

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I served on the Salida Planning and Zoning Commission in the early 2000's. Our work included adopting the first comprehensive plan for that community. I've been working on transportation policy and programs for the past 25 years as a city employee, a campaign manager and an organizational leader. I'm a thought leader in the bike world and was recently called "the godmother of Complete Streets" for my role in starting that movement. I've served on numerous non-profit boards and advisory councils.

2. Have you had any experience(s) with this Board or the services it oversees?

I worked for the City of Boulder, managing the GO Boulder program, from 2004 to 2012. In my staff capacity, I worked frequently with planning staff and occasionally interacted with planning board. I have also advised a few local developers on multimodal connections on their projects, on an informal, non-paid basis. I have huge respect for Planning Board members, as they tackle some of the most contentious issues in the community, with good people having strong opinions on all sides of an issue, often with no easy answers. I'm really interested in the intersection between transportation and land use as the two are inextricably linked.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I managed a campaign in DC on the federal transportation bill from 2002 thru 2004. My board of directors was 11 CEOs of organizations, all type A personalities with strong opinions who didn't necessarily get along. I found that by listening carefully and sorting through their positions, I could find areas of agreement where everyone could move forward. Building relationships and trust was essential. I also served on a Resource Advisory Council for the Bureau of Land Management, which was a diverse group of stakeholders, including ranchers, mining interests, off-road vehicle enthusiasts, environmentalists and recreationalists (I was representing mountain biking interests). The councils could only be helpful in guiding the agency if we could find areas of agreement amongst the different interests. We did, again through careful listening and thoughtful conversations and a willingness to step outside of our comfort zones to find paths forward. Shared experiences like field trips and study tours were helpful in building relationships that helped us maintain civility and respect on tricky issues.

4. List all potential conflicts of interest you might have with respect to the work of this

board.

I have no conflicts of interest that I know of. I do think that Planning Board is most effective when it includes representatives of various interest groups, but I don't apply to the board representing any particular organization or interest.

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?

The biggest planning issues are around growth, including density and congestion. Clearly, Boulder is growing, as by-right properties come on line and some additional developments are permitted. How we thoughtfully manage the effects of increased density is important.

As noted before, my background is in transportation, and I think my experience and expertise in the connections between land use and transportation could be helpful to the Planning Board. I want to insure that Boulder is a place where people can easily and safely move around without a car. Land use – how and where we develop - is the biggest factor in building walkable and bikeable places. Taking full advantage of our transit system (which is remarkably good for a community of 100,000 people) is important, as development near transit should be designed to take full advantage of that travel option.

I think our public process needs to be improved, as we still struggle to reach beyond a core group of very engaged and vocal constituents to really understand the needs and concerns of the broader community.

I worry a lot about affordability, as I watch a steady migration of middle class families in our neighborhood to Louisville, Longmont and Lafayette (and beyond) where they can buy houses, then the commute back into Boulder to their jobs and the schools their kids love. Our population is aging, and I wonder where we'll live as we downsize from our single family homes. And I read with sorrow about our artists who can no longer find affordable studio space to continue their contributions to our community. These issues are difficult with no easy answers, but Planning Board is at the heart of building a sustainable community and I would like to contribute.

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.

On a broad scale, Boulder's Comprehensive Plan has been an essential tool in guiding the development of our community. Big moves like the Blue Line and open space program laid the groundwork for the Boulder that we love today. The defacto growth boundaries created by those two programs were then codified into the Comp Plan with its careful and thoughtful approach to annexation. The partnership with Boulder County that pushed development into existing communities has helped our area avoid the continuous sprawl elsewhere in the Denver region. Our clear boundaries is part of what makes Boulder a unique and beloved

community. It's what makes our high mode share of transit, biking and walking possible. But it comes at a price, literally, as land values and housing prices continue to climb, and development, by necessity, occurs within the confines of our community where it increases density.

I think the North Boulder Subcommunity Plan has been mostly successful. It engaged the community to develop a vision for a large area, and today, it seems to be vibrant and successful with a good mix of small retail, restaurants and services. The Holiday neighborhood's mix of residential options, including co-housing, demonstrates a density that can work for some Boulder residential areas. I'm sorry to see that the plans for an arts hub haven't come to fruition and I still think that a small grocery store is essential to make it a true 10 minute neighborhood. I think the NoBo plan had the advantage of working in relatively under-developed area, so that concerns from neighbors were less strong than in other planning efforts.

I worked on the Boulder Junction plan from the transportation side while I was on City of Boulder staff. It's interesting to see what was sketched out on paper come alive. That the development occurred without the anchor of the promised FasTracks commuter rail service is an indicator of growth pressures. The vibrancy of "charming chaos" of small businesses and mixed uses that was envisioned in the plan has yet to fully materialize. I like how Goose Creek was woven into the development and it's great to see the old Depot come back to life. I understand why some are unhappy with what's been built Boulder Junction. But it was a thoughtful planning process, designed to address needs of the city as articulated through the comprehensive plan. In my mind, the development there is a better use of land than the used car lots that preceded it. The construction of affordable housing on the Pollard property will be another positive step towards addressing our housing needs.

And I'm actually okay with how 28th Street has evolved. The transportation improvements along the corridor from Baseline to Arapahoe were matched with an rezoning of the properties on the east side of the frontage road, which has resulted in a series of low-budget hotels turning into apartments with small retail. It's not all beautiful, but it provides much needed housing for CU students in a place that makes sense, within easy walking distance of campus, with minimal impact to established neighborhoods. I live in Martin Acres and get around mostly by bike, so I'm a big fan of the multi-use path connection on the west side of 28th. Again, it's not serene or scenic, but it's highly functional.

While it's not a planning process per se, as a Martin Acres resident, I watched the battle over the Baseline Zero development with interest. As is common, I found myself in the middle on the issue. The proposed development was unappealing and not at all geared toward integrating with or serving the neighborhood. At the same time, that triangle of land is very logical space for something (housing?!), given its proximity to CU and the great transportation options. It also offers an opportunity to embrace Skunk Creek in a special way. I watch the downward spiral of the Basemar Shopping Center with now nearly half of the businesses gone, and wonder how and when that area will come back to life.

Finally, I see the postponement (cancellation?) of Envision East Arapahoe process as a sign of widespread community discomfort with the pace of development and the rapid change in our community. I think it made sense to step back and focus on transportation improvements on the corridor, as they are needed now, and can be decoupled from conversations about whether to consider land use changes in the area.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

I don't have a list of specific changes at this point as I don't bring a strong agenda to the conversation.

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 think the city should revisit parking minimums and other parking policies and approaches. I've recently been awarded a Summit Foundation Innovator grant to look at the impacts of providing too much parking and managing it poorly. The effects are wide-ranging, including making flood control and stormwater management more difficult, driving up costs of affordable housing, and reducing transit ridership and the walkability of our community. Across the country, the housing crisis is pushing cities to rethink off-street requirements. The rise of ride sharing services like Lyft and the coming of autonomous vehicles suggests that a previously unthinkable future with less parking may be possible. Parking is a tricky issue, but elected and appointed officials are finding ways reduce the negative impacts of too much parking without undue controversy.

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?

In my perspective, Boulder is in the throes of transitioning from a big town to a small city. Having lived in Boulder for a long time (off and on since 1977) I've seen it change a lot. Some is positive, some is negative. Some of the new buildings are ugly (personally, I'm not a big fan of the homogeneity of the recent downtown developments), some not so bad. I fully understand that some people hate the change. They fell in love with Boulder at a certain point in its evolution, and want to keep it that way. But communities constantly evolve. Some grow, some shrink. Boulder has a lot of pressures on it, mostly pushing toward growth especially as tech companies converge here. The question for me is how we manage and temper that change and mitigate the negative impacts of traffic, crowding and noise, and create more of what we want: a sustainable, walkable, vibrant and welcoming community.

From: [No Reply](#)
To: [Leatherwood, Heidi; toddconklinjr7@gmail.com](mailto:toddconklinjr7@gmail.com)
Subject: Parks and Recreation Advisory Board Application
Date: Monday, January 29, 2018 2:49:28 PM

PARKS AND RECREATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Sarah DeSouza (303) 413-7223

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. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers and other venues around the city. On occasion, additional meetings or tours are scheduled.

Requirements and Expectations of PRAB Members

PRAB members generally serve five-year terms. Member of the PRAB must be willing and able to give time and talents. More specifically, members of the PRAB are expected to:

- Read distributed materials before each meeting
- Participate actively in monthly meetings (usually two hours in length and generally scheduled on the fourth Monday evening of each month)
- Devote at least 5 hours per month, and often more, to Board matters
- Serve as a liaison on a project committee
- Attend department and other functions and community events, and generally be a public presence for the department within the community
- Provide feedback, advice and encouragement to the department, Director, to staff and to the public in meetings and emails
- Stay abreast of developments in the world of parks and recreation as technologies and service models change

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

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Occupation: Undergraduate Student

Place of Employment / Retired: University of Colorado Boulder

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2017

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have served in the legislative branch of the University of Colorado Boulder, a polity that controls and appropriates \$24 million in student fees. I was also appointed to the University of Colorado Boulder's Appellate Court, which serves as our Supreme Court, overseeing elections and issuing rulings on the constitutionality of legislation. I have experience in governing at the University/Student level, and I believe that will translate well into being an effective member of the Parks and Recreation Board.

2. Have you had any experience(s) with this Board or the services it oversees?

I have researched the issues regarding the board, and I am actively planning to meet with Board members to gain greater insight into the functioning of 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.

Working with Judicial branch members to craft official opinions on behalf of the Appellate Court can be a contentious process. Each justice strives to assert their own opinion, and this is conducive to disagreements. This process requires compromise and negotiation. I mitigated

these disagreements by agreeing to compromise in some areas, while holding firm in other areas, so that a consensus could be reached.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I would have no conflicts on interest with respect to the work of this board.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues?

The greatest challenges facing the Parks and Recreation Department are financial constraints based around maintaining existing structures and assets, providing accessible/cost-friendly programming to all users, vandalism, and homelessness.

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

Parks and Rec is for every person no matter their income or ability. The board should manage money by allocating resources from groups/programming that provide a surplus to groups/programming that benefit a marginalized community or provide a public good/service.

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 are to maintain existing assets, support marginalized groups, and seek public-private partnership in cases where the partnership benefits everyone.

8. What recreational activities do you and your family enjoy? 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 family and I enjoy hiking a great deal. I have greatly enjoyed walking various trails around Boulder. Protecting their natural beauty and ubiquity of access to all residents of Boulder is of paramount importance to me. My efforts on the board would be to ensure that all resident of Boulder have access to Parks and Recreation services that create an open, enjoyable, and welcoming atmosphere.

From: [No Reply](#)
To: [Leatherwood, Heidi; allifronzaglia@gmail.com](mailto:allifronzaglia@gmail.com)
Subject: Parks and Recreation Advisory Board Application
Date: Thursday, February 15, 2018 11:09:24 AM

PARKS AND RECREATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Sarah DeSouza (303) 413-7223

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- Serve as a liaison on a project committee
- Attend department and other functions and community events, and generally be a public presence for the department within the community
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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

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Occupation: Self-employed

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 2007

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

While I have not served on a board previously, I have worked on many other decision-making teams throughout my personal and professional life. Bringing people together in pursuit of shared goals is a passion of mine -- it's a common thread in everything I do. I take pleasure in building and maintaining positive, working relationships. I strive to find common ground and get along with all types of people, to learn from everyone I encounter, and to understand other points of view (even if I disagree with them).

I believe I would be an effective community representative because I'm very active in local events, in community groups, and on social media. As a city volunteer (Parks Patroller and Volunteer Naturalist) and founder of Boulder County's largest women's hiking group, I spend a lot of time talking with the people who live and work here. I hear about the things they love and I hear about the changes they'd like to see. I hear about both their successes and their struggles in Boulder. I see opportunities for the city to engage more effectively with the community and I see ways for the community to get more involved.

With my passion for Boulder, my passion for building community, and my ability to work well with others, I believe I would be an effective board member and I'd be honored to serve in that role.

2. Have you had any experience(s) with this Board or the services it oversees?

I had the pleasure of meeting with Yvette Bowden in 2016 when I was concerned about issues of waste along Boulder Creek and the Civic Area. She did an excellent job of educating me on how the department works and the myriad of services, programs, and space that it manages.

I'm an avid walker and I use our multi-use paths extensively, particularly Boulder Creek Path. I walk (and sometimes bike) the Creek Path almost every single day from Matt's Whitewater Course in the canyon to Scott Carpenter Park and everywhere in between. I'm also an aspiring SUP racer (standup paddleboarding) and I spend much of the summer & fall paddling at beautiful Boulder Reservoir. Lastly, I'm a parent and my daughter has taken advantage of many programs offered through the Recreation Centers.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

My professional life has taken many twists and turns, but I've worked in teams and groups all along the way.

When I worked in advertising on the East Coast, teamwork was the name of the game and drama ran high. Account management is not really managing accounts -- it's managing relationships. Not only was I responsible for maintaining client relationships, but I had to work effectively with individuals from copywriting, art direction, proofreading, production, etc. Deadlines were always looming and we frequently had to work through our differences in order to get the job done.

As a hiking guide, I've found myself in similar situations where time is of the essence and conflicts need to be overcome. When I'm out on the trail with 25 women, I act as a facilitator and team member. Sometimes we're standing at 12,000 feet, the route suddenly isn't clear, and storm clouds are moving in. There can be disagreements on whether to press forward or turn back, whether to take the fork to the left or continue heading straight. In these situations, I encourage the group to talk it out, weigh the pros and cons, and then we decide together.

In all my experience working with groups and managing conflict, I aim to stay true to myself while remaining flexible enough to learn and grow. Listening is key. Respect is key. Everyone wants to be heard and everyone wants to be valued. If this is the foundation of your conflict resolution, then you'll have a greater chance at success. Of course, that doesn't mean it won't be a difficult process. That doesn't mean that every team member will always be happy with the outcome. But ideally you come out on the other side feeling good about the process and still feeling good about your team's ability to work together effectively.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I do not have any conflicts of interest.

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 that the department is working hard to provide a variety of services and opportunities, all while creating and maintaining public spaces that are inviting and bring the community together. I also speak a lot with community members (some who've lived here for 40 years and others who just moved here 40 days ago) about their needs, wishes, & concerns. As a representative of Boulder residents who utilize these services and spaces, these would be my priorities.

(1) I love what has been done with the Civic Area and I believe the department will need to continually make patrol and cleanup a priority there so that the community can safely enjoy it. The new children's play area in front of the main library, for example, is just steps away from where a well-known transient encampment had previously been. Now the area looks very clean and safe, but will still need regular attention. This is something I hear from parents who bring their children to the library and nearby outdoor spaces to play and learn.

(2) Increased safety on Boulder Creek Path (including but not limited to the Civic Area) is another area that needs continued focus. Improved lighting and landscaping has been very effective but it should remain a priority as our city expands and becomes an increasingly popular destination. This is something I hear from women who use Boulder Creek Path (and other multiuser paths) to commute and recreate. I also hear this from parents of students at Boulder High, who use the path to get to and from school.

(3) Eben G Fine Park is another example of an area that's been beautifully transformed in the past few years. From the designated creek entry points (to prevent degradation of the entire creek bank) to the designated picnic areas (to prevent degradation to the plantings & vegetation), this project was so well done and the results are wonderful. I visit this park 3-4 times a week and I can see the positive effects this had on visitor experiences. The Civic Area had similar treatment with the creek entry points and picnic areas. I would love to see this model replicated in other parks & public places near the creek. And, as with the above examples, continued focus on cleanup & maintenance. Eben G Fine is often inundated with people on the summer weekends, many of whom litter and leave waste behind. I know the department comes through every Monday to cleanup, but perhaps more can be done to prevent it in the first place (additional signage, working with law enforcement to increase patrols, etc). I live 4 blocks from this park and this is a concern I hear from many neighbors in the area.

(4) Lastly, I believe in continually finding new ways to make it easier for the underserved or disadvantaged members of our community to access these services & spaces. I would strongly support any action that makes it easier for ALL community members to utilize and enjoy all that Parks and Recreation has to offer.

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

I would prioritize those in highest demand and those that potentially impact the greatest number of people in the community. Summer camps, for example, are a huge community resource that many parents take advantage of (and many parents rely on them when working

full-time in the summer months). The summer camps (and related programs) offered by Parks and Recreations are more accessible & reasonably priced than competing private camps and many families would suffer if they became deprioritized or defunded for any reason.

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 know that the community loves our parks & public spaces. I do, too! I see how they enhance our quality of life in so many ways. Maintaining these areas with regular cleanups and continued attention to safety would be a huge priority for me. I'm particularly concerned about the areas near Boulder Creek and other waterways. I also know that the community relies on our Recreation Centers for physical pursuits (gym classes, etc) and children's programming & camps, so adequate staffing as well as routine maintenance/repair of facilities & equipment is key.

8. What recreational activities do you and your family enjoy? 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?

As mentioned in Question #2, my family uses Parks & Recreation services and spaces very regularly.

We chose our neighborhood because walkability & bikeability is very important to us. My husband commutes to his offices via the multi-use paths. My daughter will bike to & from Boulder High on the Creek Path next year. When we go downtown for dinner or shopping, we avoid taking the car and usually walk or bike on the Creek Path.

We spend our weekends enjoying the Civic Area, the kids' fishing pond, Eben G Fine Park, Scott Carpenter Park, North Boulder Park, and more.

In the summer, we love swimming at the community pools. We also paddle board and kayak at Boulder Reservoir. We occasionally sign up for classes & programs through the Recreation Centers.

We really love all that Parks and Recreation offers us and the rest of the community. It would truly be an honor to serve on this board.

From: [No Reply](#)
To: [Leatherwood, Heidi; maryscottcares@yahoo.com](mailto:maryscottcares@yahoo.com)
Subject: Parks and Recreation Advisory Board Application
Date: Monday, January 22, 2018 11:52:50 PM

PARKS AND RECREATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Sarah DeSouza (303) 413-7223

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. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

Meetings are held the fourth Monday of the month at 6 PM in the City Council Chambers and other venues around the city. On occasion, additional meetings or tours are scheduled.

Requirements and Expectations of PRAB Members

PRAB members generally serve five-year terms. Member of the PRAB must be willing and able to give time and talents. More specifically, members of the PRAB are expected to:

- Read distributed materials before each meeting
- Participate actively in monthly meetings (usually two hours in length and generally scheduled on the fourth Monday evening of each month)
- Devote at least 5 hours per month, and often more, to Board matters
- Serve as a liaison on a project committee
- Attend department and other functions and community events, and generally be a public presence for the department within the community
- Provide feedback, advice and encouragement to the department, Director, to staff and to the public in meetings and emails
- Stay abreast of developments in the world of parks and recreation as technologies and service models change

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.

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Occupation: Family Nurse Practitioner

Place of Employment / Retired: Boulder Community Hospital & Walgreens Healthcare Clinic

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2003

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I grew up in the multicultural metro area of Washington, DC. I completed my bachelors degree in nursing at Georgetown University and worked in a variety of clinical settings there & as I moved to the Southwest in 1992. I created & designed the yoga & stress management program in the cardiac rehab center at the hospital in Santa Fe, New Mexico & have always been personally & professionally involved in vitality-enhancing activities (such as many indoor & outdoor athletic endeavors, working as an Outward Bound Instructor, traveling in SE Asia for 7 months studying yoga, ayurveda, meditation & rafting, hiking, boating). After graduate school in Albuquerque, NM I studied spanish in Mexico for a summer on a grant provided me for working in a rural, low-income community. I have participated in dozens of volunteer groups over my lifetime both domestic & overseas & have worked in the bowels of organizations with low to no funding all the way to robust multi-tiered corporations. I have performed roles from staff clinician to management and committee member to educator both professionally & philanthropically. I have reached the point in my life where I fully understand that each of us has to 'pick our battles' and yield, compromise or adapt on the rest.

2. Have you had any experience(s) with this Board or the services it oversees?

At the point of writing this essay, I have had engaging conversations with Sarah DeSouza, Tom Klenow, Vicky Yates, Yvette Boudin & Marty Gorce. The idea of serving our

community in this volunteer capacity has come to life as these contacts have been generous with explanations & examples of the details that this position entails. I think that my perspective on human health & wellness throughout the lifespan from a career in nursing coupled with committed personal interest in the great outdoors & a variety of recreational & fitness activities plus my passionate personality would make me a fitting member of the PRAB. When I perused each of the Boards & Commissions to see if this might be a way for me to contribute to my Beloved home city, I found that my background most resonated with this board - though I have deep interests in a number of the others as well, there were few where my professional experience would be as helpful a perspective as this one.

I was inspired to hear during the presentation in at the 1/22/18 PRAB monthly meeting that in the new Service Delivery Model created by P&R Department staff, a program with an enhanced educational component gives that program extra points towards getting continued support. I firmly believe that knowledge will set one free & am always in support of educating myself & others in any way possible.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have found active listening to be one of the most important skills needed in conflict resolution. When both parties feel heard in the midst of a conflict, it tends to diffuse the situation so that rational agreement can be reached.

One of the most impactful experiences that I've had in my lifetime regarding working with a group around disagreements was 20+ years ago when I sat on the jury of an arson case in a courtroom in Santa Fe, NM. We were in a contentious hung jury re our votes to convict & determine punishment for the accused. Three of us were holding out our votes based on principle & personal convictions & the rational approach that our head juror used to create consensus was so impressive that the way he teased out the underpinnings of WHY we were thinking the way we were has stuck with me all of these years. He got everyone to look at their votes from EVERYbodys perspective including the victim, the accused, each of our perspectives & even the tax payer (paying the stipend for our time on the jury) not to mention the philosophical role of having a jury of your peers in the first place- to get to a final consensus vote.

4. List all potential conflicts of interest you might have with respect to the work of this board.

Transparency should certainly be one of the factors to address conflict of interests with respect to the work of this board. If, for example a Board members significant other was a dance teacher or sports instructor & had a vested interest in seeing a particular program launch, that we would all be made aware of this situation. I myself have no conflicts of interest at this point.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues?

From living in Boulder from 15 years now, I see this Department as a highly functional one. I see, from being actively involved in the most recent City Council election process (Summer/Autumn 2018), that there is a tendency in Boulder for some single & specialty issue interest groups to get more attention than others. One of the beauties of democracy is to ensure that all citizens have equitable opportunities to thrive in the community. As a Family Nurse Practitioner with 18 years experience & 28 years as a registered nurse, one of the primary lenses that I view the world through is that of health & wellness. I firmly believe & research bears out that if a human has access to green spaces, opportunities to exercise & socialize in a safe environment, healthy nutritional options & a chance to sample a number of activities that challenge the body, mind & spirit, they will thrive.

As the P&R Master Plan clearly acknowledges this, I see that continuing the pursuit of creating equitable access to the high quality facilities & programs we already have is a noble one. As is the case in any department of any institution, funding is a perpetual challenge. It is clear that incoming businesses - whose employees will benefit from living and or working in our faire City- need to contribute to the services & offerings from which their employees will benefit. The community infrastructure (from roads & emergency services professionals to libraries, schools, parks, trails & clean water, to name a few) needs to be maintained financially by all takers so the population as a whole can thrive in a vibrant manner. A strong P&R department is a reflection of the vitality & opportunity available in our community. I would like to contribute to making ours one of the most vibrant & innovative P&R departments in the U.S.! We need to maintain awareness of the need to serve the recreational, fitness, educational & social needs of our elders, youth, underserved & struggling citizens in addition to the individual & family needs of community members who are more familiar with how to make their voices heard.

I would like to find out if the encouraging work recently produced by the Public Participation Working Group in Boulder may be a way to join forces to engage the public further in the incredible amenities that we all have access to as City of Boulder residents.

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

I was very impressed to see the Matrix program (presented at the 1/22/18 PRAB meeting) that the City employees have created to assign- as objectively as possible AND based on the Master Plan goals- a 'value' of community benefit for this decision-making process. I appreciated Vicky Yates' query about how this process might have continual quality improvement to keep it as fair & objective a tool as possible. I should hope that PRAB would strive to support & encourage the ongoing evolution of this evaluation process.

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 that the staffing & funding of P&R sectors continue to be divided fairly so that all members of our community have opportunities & invitations to enjoy some aspect of these valuable community resources. I would want to safeguard that programs do not exclusively benefit special interest groups (for example lap swimmers would neither get all

nor scarce lane time in the pool or that adolescent baseball wouldn't get all the prime playing field time at the expense of the senior softball league or middle school soccer practice). I think it is extremely important to weave linkage fees from existing & future businesses which call Boulder home or are looking to make the City their headquarters into the budget strategy. Tax paying residents as well as the businesses which benefit from residing here must equally share the cost burden of being located in our faire city.

8. What recreational activities do you and your family enjoy? 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'm pretty sure that I have been to most of the regional, community & pocket parks in the City (& maybe County too!) as well as exercising at all 3 of the Rec Centers, the Res., the pools & attending dozens of events & programs in our city's civic areas. The golf course is possibly the only P&R entity in which I have yet to spend time. I have been grateful to participate in Pilates, yoga & spin classes, use tennis & racquetball courts, swim in the pools & enjoy the steam room & saunas, run, bike, climb & row as well as explore the weight & other fitness equipment. I am an avid dog walker (& dog poop picker-upper) & have brought the kids in my life to a number of playgrounds. Many of my out of town guests will get some activity at Chautauqua from a concert to a buffet in the Dining Hall to a hike or a picnic. I have always been one to answer those surveys that we citizens get by mail or e-mail on what we enjoy, how to improve & enhance facilities etc. The first time I brought my kayak to the Res, I really did appreciate that the ecological reason that I couldn't just launch my boat in the water without inspection was discussed with me such that education was the primary focus of that interaction with the friendly, informed staff at the gate house. I consider OSMP & our extensive & well-maintained P&R opportunities to be a true privilege of living here & want to remind all folks in our City that these incredible resources are here for the taking!

From: [No Reply](#)
To: [Leatherwood, Heidi; tapatiochick@gmail.com](mailto:Leatherwood.Heidi@tapatiochick@gmail.com)
Subject: Parks and Recreation Advisory Board Application
Date: Thursday, February 15, 2018 10:46:25 PM

PARKS AND RECREATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Sarah DeSouza (303) 413-7223

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. The Board coordinates policy on the development and use of recreational facilities. The Board approves expenditures from the Permanent Park and Recreation Fund.

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- Provide feedback, advice and encouragement to the department, Director, to staff and to the public in meetings and emails
- Stay abreast of developments in the world of parks and recreation as technologies and service models change

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

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Mobile Phone: (626) 407-7144

Work Phone: (626) 407-7144

Email: tapatiochick@gmail.com

Occupation: Director of Development & Outreach

Place of Employment / Retired: Interwest Consulting Group

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 2013

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I have been in the Parks & Recreation profession for 26 years. I have served in the capacity of Community Services/Parks & Recreation Director within two municipalities (Bell and Bell Gardens) in California for 13 of those years. Additionally, I worked as a Coordinator, Supervisor and Superintendent for the Cities of Azusa, Walnut and Alhambra. I have come through the ranks working in every position from sports, senior services, special events, contract classes, etc. I have managed personnel & volunteers, worked closely with all types of community and elected boards, and as a result I have a deep understanding of programming, budget and community needs as it pertains to developing a plan for a successful P & R department.

I have served the Parks & Recreation profession for over 20 years in a leadership capacity holding over 15 positions within CPRS District XIII and the State of California ending in serving as the youngest elected Statewide President for the California Parks and Recreation Society.

Locally, I have been actively volunteering at Boulder High, Boulder Library, PLAY Foundation, and the Tree Trust Committee. My involvement has led me to an exciting opportunity. As a result, I have been appointed as the Fundraising Chairperson for the PLAY Board and am very excited about this opportunity to help

I have a BA in Communication from San Diego State as well as a Masters in Communication from California State University Los Angeles and a Master's in Public Administration from Cal Poly Pomona. I hold many certifications in areas related to Public Works such as pesticide management.

Currently, I work for Interwest Consulting Group as the Director of Development and

Outreach where I am responsible for managing and overseeing all philanthropic activities. These include creating public-private partnerships, fundraising, grant writing, working with other foundations with like minded philosophies to find matching funds, as well as cultivating and managing relationships with donors.

2. Have you had any experience(s) with this Board or the services it oversees?

I attended several PRAB and Community board meetings, spoken to several board members about their service and what it means to be a board member. I am excited about the leadership I see on the board and within the Parks & Recreation staff.

I have recently been appointment as Fundraising Chairperson for the PLAY Foundation. I am also a member of the Tree Trust Committee. I feel very honored to be a part of both of these organizations.

I feel it would be an honor to be part of this working board to help create a healthier and happier place for residents 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.

In one of my capacities as new Director in a city I was hired in, I was challenged with developing consensus from a very anger and disgruntle group of soccer players, approximately 200 players. These soccer players (many non-residents) had taken over the soccer fields of the department, created their own rules, were renting the fields illegally, and running tournaments without permission. As a woman, it was quite a precarious situation, as my first assignment was to engage about 30 angry soccer coaches (all men) into a meeting to help create a new way of doing business within the soccer system within the department. It took several months of meeting, explaining, listening, compromising and working together to come up with a plan that worked for the City, residents and the program. Often times, the coaches weren't happy but because we had lots of healthy open dialogue and meetings to address situations, everyone at a minimum felt listened too and respected. At the end of approximately 6 months of outreach and program development, a new program was announced with the support of the majority of the coaches. The end result was a new organized soccer program that allowed "free open" open play for youth and adult residents, afternoon programming for soccer teams and clubs, and weekend rentals and ability to schedule tournaments where the City was able to recover costs associated with staff and maintenance costs. Although, it was a very difficult challenge to overcome, with time, dedication, persistence, kindness and authenticity all parties were able to come together to build consensus.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I don't believe I have any conflicts.

If a board member has a perceived or potential conflict from an item they are voting on, I believe the board member should recuse themselves from the situation and from voting on the item.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues?

At this time, I think there are a few challenges facing the P & R Department is coming up with a successful plan and capital campaign to raise funds for much needed CIP project such as the reservoir. Having the PLAY foundation is a huge opportunity for the department. Now, with a strong board, I believe this is an area that needs to focus and develop an outreach fundraising campaign to user groups, residents, and potential donors.

Another challenge is programming for the families in need particularly those who don't speak English or English is a second language. I think residents would benefit greatly from more programming in this area.

I have over 10 years of experience in fundraising and managing two separate foundations. I have successfully raised over 6.5 million dollars by writing and applying for grants and raised over \$300,000 in reaching out via a grass roots fundraising campaign. It's extremely hard work and takes a great deal of stamina to constantly reach out for funds when 75% of the time you get turned down. I am a determined individual and I believe that if I were given the opportunity to be part of this board, my skill set, would prove to be an asset to the board and hopefully to the City of Boulder. Additionally, I have experience programming and working in underserved communities and I have a lot of creative ideas and ways to program for families in need (especially when general funds aren't available).

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

I believe that it is important for staff to provide a cost benefit analysis per program offering upon budget time. The cost benefit analysis would provide the following: cost of program, cost per attendee, subsidy, total staff cost and total revenue. Resources should be given to programs that demonstrate a strong need and also demonstrate a good history of using funds wisely and efficiently. Often times, we see programs being offered with only 2-3 students in a class. The City subsidizes the class in time, class space, and through teachers costs as well. In a case like this, it may not be beneficial for the City to continue offering a class that is draining resources year after year.

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 to understand my funding obligations for all accounts, line items and grants. To ensure that all City funds are being spent efficiently, properly and within the

requirements set by the funding source and delivering projects on time. Secondly, ensuring there are enough funds to support the staffing associated with the programs or projects. It's critical to manage the overall budget at all times, make projections, check in monthly to make sure you're on track and not over budget.

8. What recreational activities do you and your family enjoy? 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 enjoy cycling, walking the trails with our doggies, and swimming. We live at the base of the Sanitas Trailhead and I use the trail 3 times a week. We use the Community Centers & Reservoir on a regular basis to swim, utilize the gym and take spin classes. My step children have grown up in the Parks & Rec classes and in using the park systems. I feel with my personal experience and having direct family experience and interaction has given me a good perspective on how the programs are ran, what is done well and what can be done better. I believe this experience will help give me a foundation (as well as my education and work background) to make good decisions when working with the board on important issues facing the Parks & Recreation Department.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); matthew.benjamin82@gmail.com
Subject: Transportation Advisory Board Application
Date: Friday, February 16, 2018 3:19:24 PM

TRANSPORTATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Mike Sweeney; 303 441-3162

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.

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.

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Occupation:

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2000

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I ran for City Council in 2017 and that process educated me on many of the issues facing our community and specifically Transportation. I spent a lot of time researching and focusing on utilizing electric and autonomous vehicles in our community. It is core to meeting the needs of our growing community. My background is in Astronomy and Astrophysics at the University of Colorado Boulder. In that time I working on many research grants with NASA, NOAA and the NSF. This experience has given me the skills to take an evidence-based approach to policies and recommendations this advisory Boards submits to Council. I am currently Board President of the Growe Foundation that supports and manages school garden program for elementary schools across Boulder Valley School District. I am also on the Board of the Boulder Open Space Conservancy, which through its partnership with the City aims to leverage public resources with private philanthropy to protect, enhance and preserve Boulder's natural legacy of open space and mountain parks. I was appointed to the Campaign Finance and Elections Working Group, and our current efforts are to offer recommendations on how to improve and streamline our election system. I recently led a team in central Idaho to create the nation first Dark Sky reserve. This was a 3-year effort working with cities, counties, the National Forest Service, businesses and private landowners to protect pristine dark skies for generations to come to enjoy. My work on these boards and groups leverages success from consensus building. Staying focused on the long-term goals allows us to make sure that we hear from all stakeholders in order to arrive at the best possible solutions.

2. Have you had any experience(s) with this Board or the services it oversees?

My direct experience with the services is riding the bus, walking as a pedestrian and driving an electric car. Transportation is foundational to how I move around Boulder and the state in order to enjoy everything it has to offer.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I have dealt with this a few times over the years while working on Boards and large teams (NASA, NOAA, Etc..). When these kinds of disagreements arise it is best to work through them swiftly. I have seen how left unresolved to fester these conflict can drive a wedge in the group that becomes hard to reconcile. In my experience, I choose to reset the conversation and get back to the core goals of the issues at hand and start with talking about the areas of agreement. I like to lay the framework of the common ground we have and the hard work it

took to get there. Reminding the group of the trust built leading up to the disagreement tends to lower the temperature a bit and help the whole group see the forest for the trees. With this strategy have found that it rarely a situation occurs where an individual or individuals want to risk the general success of the group over one issue. Compromise of one form or another is usually the end result. At the end of the day, it's important to validate those in disagreement while presenting off ramps that are acceptable to all parties.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I have no conflicts of interest. I have the full expectation that anyone on the board recuse themselves from a particular issue should there be even a hint of a conflict of interest. Preserving the trust and maintaining transparency for City Council and more importantly the residents of Boulder is fundamental in achieving our goals.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so?

The biggest challenge our transportation system faces is trying to solve yesterday problems rather than focusing on tomorrow's opportunities. A prime example of that is the TMP (written in 2014) mentions the word electric vehicles once and does not mention autonomous vehicles at all. In order for us to plan for the future we need to extend our thinking beyond the issues that are right in front of us. These new technologies are not unique to Boulder and so we should be leveraging the work done by cities around the country to give us insights as to how we move forward. I can think of no better city than Boulder that is primed to understand and implement 21st century technologies to better peoples lives. Implementing the TMP requires us to identify issues as a function of distance from our city center. For example looking at the challenges and required solutions within 3 miles of the city center are different than that of 10 miles or 25 miles for that matter. All of this requires continued efforts to increase multi modal transportation systems while also looking to limit single occupancy vehicles. The sheer number of vehicles driving into and out of Boulder everyday is really the tip of the spear. It's what just about every resident has taken notice of.

We also face a challenge of increasing the ridership within our current bussing system. There are a number of factors here, but I will touch on two big ones, namely the last mile effect and accessibility. The last mile often deters people from taking the bus because their point of origin and destination are not near the bus stops, so they inevitable decide to drive for convenience. Accessibility is working on getting more people to take the bus and utilize mass transit. The Eco-Pass program is not designed to work for most people in Boulder and we should be thinking about how to lower the barrier of entry for people to get a pass.

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?

Economic sustainability is a growing concern in Boulder as we are losing the middle class and young working families due to a general lack of affordability in Boulder. Supporting businesses and the economic vitality of those that live here is critical. Transportation plays a big role in this, given local businesses are facing an increasing issue of their working force having to commute into Boulder. Bussing and rideshare programs offer some of the most effective and efficient ways to get workers into town without the congestion and expense of parking. Making it easier to get into Boulder would take some of the pressure off our housing inventory. This is where we can work with business to understand where their employees live to see if there are solutions that will meet this demand.

Environmental sustainability is primarily reducing our impacts on the environment. Internal combustion vehicles are the main issue here. We need to be making it easier for people to invest in electric vehicles. Research has shown that people are hesitant about electric vehicles because of “charging anxiety”. There is not enough charging infrastructure in and around Boulder for EV owners to get in their car without thinking about where the nearest charging station is. The city could be fostering this migration to cleaner vehicle technologies. We should also be actively researching and partnering with companies like Uber and Lyft, as they are doing pilot programs of electric and autonomous ride share programs. Public/Private partnerships with companies that are going to make this technology a common place is the kind of forward thinking we need in order to meet our environmentally sustainable transportation needs of the next 10-15 years.

Social sustainability is built on broad diversity and inclusion of anyone that wants to live in our community. It is important for us to make sure our transportation system works for everyone visiting and living in Boulder. One of the main things I’d like to see is moving toward a city-wide eco-pass or some hybrid version that dramatically increases the accessibility and affordability of using our mass transit system. It is ridiculous that I need to effectively unionize my neighborhood to qualify for an eco-pass. We should be making it easier not harder for people and neighborhoods to ride the bus. This is especially true for lower income residents who are more dependent on the bus for their transportation needs.

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?

1. By engaging the University, Google, Uber/Lyft and other stakeholders, Boulder can lead the development and utilization of electric and autonomous vehicle technology. These innovations will undoubtedly improve traffic, increase safety and reduce our dependency on fossil fuels.
2. We must revise the TMP to develop local policies that ensure new transportation options are integrated with existing public transportation services and provide equitable, accessible transportation choices to all. We should initiate studies that look at how to incentivize residents to invest in electric vehicles.
3. One of the most notable areas in which the city and the University can work hand in hand is the stretch of Broadway between Baseline and University. There are nine traffic/pedestrian lights in a distance of 1.1 miles. That’s a light every 645 feet. We must implement a better way to move people walking or riding bikes so to avoid their interfering with the flow of vehicles. Pedestrian underpasses appear to be the best approach, albeit expensive.
4. We should foster and invest in the implementation of electric and autonomous vehicle ride-share pilot programs will allow us to better estimate potential impacts and broader

deployment. Uber and Lyft already have these programs in selected cities across the US.

5. We need to review long-term zoning and land use to serve the needs of centralized charging and parking of electric and autonomous vehicles. Identifying property in Boulder where we want to build this infrastructure needs to be done sooner rather than later as to avoid development usurping our preferred locations.
6. We must Study the use of more one-way streets to accompany this new transportation model.

8. What do you think would be an effective approach for creating regional transportation solutions?

Based on the lessons learned from past attempts at a regional solution, we should be thinking long term and focused on building consensus one city and one county at a time. Now more than ever the front-range is grappling with a common issue of growth and development, and the impact it has on our transportation infrastructure. Transportation infrastructure is fundamentally linked to our growth and development strategies. This should act as the glue that binds us to seek a common and thus regional set of solutions. One thing we have been challenged by is not looking far enough into the future as to what we set our goals too. In many ways these regional discussions have been focused on what is right in front of us rather than solutions to meet the needs of the challenges we face 10 or more years from now. There are two things that jump out as necessary modes of transportation that need serious consideration. Regional train or light rail and fostering Ev and autonomous ride share programs. In order to have a real chance we need to take the time to hear from all the stakeholders to truly appreciate the problems but more importantly the opportunities to get people where they need to go efficiently, safely and economically.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); Stephen@Haydel.com
Subject: Transportation Advisory Board Application
Date: Tuesday, February 13, 2018 9:29:05 PM

TRANSPORTATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Mike Sweeney; 303 441-3162

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

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Email: Stephen@Haydel.com

Occupation: Engineer

Place of Employment / Retired: Adeptive Software

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 1993

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

B.S. in Industrial Engineering

On Board of Directors for the American Cycling Association

Bike Race promoter for 25 years

Co-Chair of Goss-Grove Neighborhood Association

2. Have you had any experience(s) with this Board or the services it oversees?

Yes, I am a active transit user. I deal with issues with the Transportation Department when I walk, bike, take the bus, or drive on a weekly basis. I am not afraid to submit Inquire Boulder issues and if they are not responded to, I now escalate them via phone or email to managers and directors in the department.

Our Neighborhood Association has been trying to get new crosswalks and a counter-flow bike lane for the past few years. We have been dealing with the slow and unresponsive transportation department. Every transit improvement we ask for is either denied or ignored for months or even years.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

When I was on the Board of Directors for the American Cycling Association, we were in a transition period, as the long time E.D. left which resulted in a split in the membership. We, the BOD, had to work through a lot of emotional issues to move the organization on.

4. List all potential conflicts of interest you might have with respect to the work of this board.

No conflicts of interest.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so?

The TMP needs to have more concrete and binding guidelines. It seems to be a loose guide for the city that can be ignored by the Transportation Department.

We need to have the TMP focus on solutions to increase biking, walking and transit.

Engineering changes should be prioritized over social media/Channel 8 videos.

Update traffic lights with LPIs, No Right on Red and Protected Lefts.

Prioritize maintenance of bike lanes and sidewalks over car lanes.

Increase pedestrian permeability across major car thoroughfares. More crosswalks and half-cycle light timing.

Be more agile in implementing changes. Focus temporary experiments over past data studies.

Example: Install a temporary crosswalk for a month and then survey users.

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?

We need to have a concrete plan to reduce the number of in-commuters in SOVs. It has remained at 80% for the last twenty years. Each year we add hundreds of new cars to Boulder's already congested streets.

Ideas? Work with business parks to provide van pools or other commuting opportunities. Do not allow growth of a business park or region of the city, until there is a bindable plan to reduce SOVs.

Cap the number of in-commuting cars in the city to 2016 levels. Have a plan to reduce this level 3% a year. Without a plan we are never going to meet our sustainability goals.

Prioritize pedestrian and cyclists safety over car travel times. Only then, when they feel safe, will residents move away from always using their car.

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?

1) Stop the practise of the Transportations Department focusing on past data in making safety improvements for cyclists and pedestrians. It seems they won't improve a corridor or intersection until there is multiple serious accidents. This needs to be flipped around so they install safe, Vision Zero guidelines across the City. No more waiting for something serious to happen. Example "No Right Turn on Red" along all bike paths and multi-use paths and heavy pedestrian use areas.

2) Cap number of in-commuter vehicles.

3) Prioritize maintenance of bikeways, crosswalks and sidewalks.

4) Form Neighborhood Access Planning groups. Let these groups lead the way to local neighborhood transportation improvements. They are the ones who know the true access issues. Their input should help guide the TMP in and around their neighborhood. Currently it seems like their voices are ignored in the plannings process.

8. What do you think would be an effective approach for creating regional transportation solutions?

- 1) Cap the number of in-commuter vehicles. No growth of an office park until they have a plan to reduce SOVs. Work with local employers to help with the transportation issues. Push Vanpools and carpooling, as RTD is not going to provide the answer.
- 2) Work with Boulder County and regional cities to come up with a regional transportation plan. Boulder can not go at it alone. It will take a regional approach. When neighboring cities keep building development away from transit, nobody will use transit.
- 3) Limit or reduce parking at office parks? No new development will increase the number of parking spots.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); DMARTUS@GMAIL.COM
Subject: Transportation Advisory Board Application
Date: Monday, February 12, 2018 1:41:36 PM

TRANSPORTATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Mike Sweeney; 303 441-3162

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

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Occupation: Owner

Place of Employment / Retired: KLA Ltd.

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1985

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

As a 30+ year resident of Boulder and a transportation omnivore (I drive, bike ,walk and use buses on a regular basis), I would bring a thoughtful and balanced perspective to the TAB.

2. Have you had any experience(s) with this Board or the services it oversees?

Not directly. I am a frequent writer of e-mails to various agencies inquiring about the way they operate and/or offering suggestions for improvement.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

I work an investment firm where opinions and views are strong and often diverse. We work together to respectfully consider various points of view before deciding, in an efficient manner on the best course of action to proceed with.

My previous work experience as part of the investments team at Colorado PERA regularly included working a diverse set of views into a consensus,all in a respectful way.

4. List all potential conflicts of interest you might have with respect to the work of this board.

None, as part of my profession, I have restricted from making any political contributions.

Additionally, as a transportation omnivore, I am well qualified to understand and reflect on various points of way from different user groups.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so?

Implementing the TMP can best be accomplished over a period of time through both a mix of carrots (incentives) and sticks (penalties) by providing an infrastructure that rewards the use of

mass transit/biking/walking and discourages SOV miles driven.

The tightrope that must be walked in this regard is evident by the recent visceral reaction to the single lane reduction on North Folsom (since reversed). Adding just over one minute of travel time did this, so clearly more significant changes (potential reduction of 30th to one travel lane in each direction) will be an informational/educational challenge.

For the bulk of Boulder's population, a switch to more bike/less car is probably the biggest bang for the buck as distance traveled would eliminate walking as a reasonable option for many.

Outreach, providing choices and getting input from the silent "middle" of Boulderites is key as hard core advocates of any group are likely to be a disproportionate number of people at public meetings/providing feedback.

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?

Boulder is obviously a highly desirable location for both individuals and employers and currently the imbalance has a large amount of in-commuters as a result. People will generally behave in their own self-interest and as such, the right group of incentives will need to be further developed to change behavior. Getting people out of their cars is really hard and with limited (current) sources of funding to radically re-shape the transportation mix, creative approaches will be needed.

An increased use of Eco-passes, for instance providing high school students with a free Eco-Pass could reduce trips by parents which coincide with peak commuting hours.

Behavior change takes time and the use of the right incentives over time can change behavior. For instance, the City could reach out to companies and have their employees pledge to reduce their # of employee days driven to work by a certain percentage. Individual employees could sign up for days when they pledge not to drive and participation could be rewarded. This is difficult to monitor, but not impossible.

In the end, solutions need to be pragmatic and reasonable to be accepted and implemented.

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 City of Boulder has a relatively fixed infrastructure in terms of road lanes and for the most part, the multi-use path network is mostly built out.

With that in mind, the impact of the large amount of in-commuters each weekday is massive as well as a growing population within the city. Many of the newcomers to Boulder come from locations (Bay Area) where Boulder's level of traffic is a drop in the bucket relative to

where they came from. Changing the habits of newcomers may be even harder than longer-term Boulder residents who can recall driving from one end of 28th st to the other w/o waiting multiple cycles at several lights and may be ready to throw in the towel.

Cycling is likely the most common switch that motorists can make and the City needs to make sure that Vision Zero is a reality and with that comes an increased responsibility to keep both off-street multi-use paths and on street bike lanes as clean as the roadways for cars. In some recent bike rides around town (10 days after the most recent snow), many on street bike lanes were littered with sand/debris making bike riding a less than pleasant/safe experience.

Boulder could certainly look farther afield at dramatic measure such as tolling all non-HOV3 vehicles that come into the city during various hours (like London) to reduce vehicle traffic or simpler solutions like using a head tax (like Denver) for additional revenue to provide a housing stipend for city employees (less cars coming into the city).

This of course has to be balanced against what is reasonable for business owners and in all various situations, the impact to Boulder residents should be viewed with the highest priority.

Overall, there are likely a variety of simple solutions to implement before going farther out on the spectrum.

8. What do you think would be an effective approach for creating regional transportation solutions?

Regional transportation issues are certainly very tricky as local municipalities/counties, etc. will largely act in their self-interest before looking at the regional wide issues that face the Front Range of Colorado.

The growth of both light and heavy rail is great as it allows a large number of people to commute to Denver with minimal impact from traffic/weather issues that buses face.

This area is probably the thorniest area to develop a cohesive win-win solution for all as an extension of C-470 to Golden benefits many who commute/travel through that corridor to having a huge impact to those who live near the proposed route.

The Front Range will continue to grow and in a haphazard way and providing affordable & frequent choices for mass transit combined with incentives for its use will be paramount to creating a LA on the high plains traffic situation.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); mark@markmcintyre.me
Subject: Transportation Advisory Board Application
Date: Sunday, February 11, 2018 8:20:20 PM

TRANSPORTATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Mike Sweeney; 303-441-3162

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Work Phone: (303) 442-4222

Email: mark@markmcintyre.me

Occupation: Partner

Place of Employment / Retired: Marketing Technologies

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: May 1977

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Business Owner for 31 years at 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. This skill set can be applied to almost any organizational structure.

I serve as a technical liaison between US based manufacturers and US based OEMs. I often have to manage conflicting interests between buyers, sellers and engineering teams. My greatest successes have been when I have managed these conflicting interests in a way that everyone feels that the end result was fair and everyone feels like a winner.

I am also an owner of commercial and residential rental real estate. I understand how to evaluate real estate financial projections, construction and planning documents, contracts, and financing documents.

Regarding transportation, I am truly multi-modal: I ride by my bike for commuting, recreation, shopping, etc. My work requires that I drive my car weekly to Front Range communities from Ft. Collins to Castle Rock. We own a full size truck and a Plug-in Hybrid Electric Vehicle (PHEV). We are fortunate to live in an EcoPass neighborhood and use RTD for trips downtown and to the airport.

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 and in the early 80s, I served on the Community Development Block Grant Committee.

Finally, I have the recent experience of running for a seat on City Council. This put me in contact with thousands of city residents. I heard their concerns about traffic, in-commuting, cycling safety, getting kids to school and the travails of dealing with RTD.

2. Have you had any experience(s) with this Board or the services it oversees?

I have attended TAB meetings and spoken before this board.

The real interest in serving on TAB comes from traveling to other cities in this country and around the world. Boulder deserves the rewards it has received from various transportation organizations but we have a very long way to go to go and much to learn for other cities that have made greater commitments to economically and environmentally moving their citizens around without cars. And I like to say, Boulder is a city of people, not cars.

3. Describe a situation where you were involved with a group and had to work through a

disagreement or conflict among the members.

During the West TSA / 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.

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. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so?

Transportation issues are complex – maybe more so than any other set of issues confronting our city.

The TMP is a good document and it is carefully written but it lacks a very simple and memorable set of goals and metrics. They are there – just buried. Honing in on our goals and stating them simply will improve our ability to reach those goals and fully implement the plan. For me, the major challenges to implementation are: will and communication.

Using Folsom as an example, this was to have been a “living labs experiment.” We needed to collect data and inform the community, implement changes on an experimental basis, collect data, and change the implementation based on the results and data. Instead, we let a problematic result stop our experiment cold. We lost an opportunity to learn and correct course in part due to initial communication failures. Sadly this result is an example of how one section, of one experiment, resulted in a total lack of progress on our community goals.

The plan also seems a little dated with the advent of e-bikes, ride hailing and soon, autonomous vehicles. My sense is that TAB needs to provide leadership and focus to move the community forward on our goals of carbon reduction, safety, and flexible mobility.

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 a community we talk at length about diversity, both economic and social. We also love to talk about our environmental goals. Achieving any level of success with any of these items requires real changes to our transportation system to make it work better for those that have less. Cars are expensive to own and operate. Many times transportation will be second only to

housing in a low income family's budget. A transportation system that is built upon frequent and free mass transit (Eco-passes for all) combined with a safe and low stress bike commuting system (complete and safe streets) will go a long way toward us achieving goals in all three areas.

But making these changes is hard because change is hard. We need to work with employers to help them see that year round non-auto methods for getting people to work – can work, and be cost effective when compared against the true cost of parking and auto-centric street designs. The downtown business community did a temporary subsidy of ride-sharing. That's great but if our rich community can find the will and money for this, how about working with BHP to subsidize car shares, ride shares, and real cycling infrastructure at BHP properties especially for those willing to give up one or more of their cars.

We need neighborhoods to step up and support (not fight) designated bike routes through their neighborhoods. Sometimes this may mean creating new pathways to connect streets for bikes but not cars. This also may mean more support for co-ops that share cars and a commitment to walking or cycling.

As far as interest groups go, Boulder is blessed with Community Cycles and a very healthy and adaptive cycling industry that has proven to be ahead of the city in terms of commitment to alt-modes of getting people around.

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?

1. In-commuting

We have clear, obvious, and predictable traffic jams every morning and afternoon on east-west commuting routes. These are problematic for the commuters, employers, and city residents. RTD is proving to be unresponsive to this demand. The city needs to work with major employers (Google, Ball, CU, Zayo, et.al.) to develop our own system of transit that helps give commuters real choices to their single occupancy vehicles. The choice need to include first and last mile options that take advantage of ride sharing, cycling, van pools and pleasant pedestrian infrastructure.

2. Cycling and pedestrian safety

People don't ride because they don't feel safe. Commuting to work is hard enough without being stressed by your commute. The challenges include aggressive cars, distracted drivers, improperly maintained paths, and routes that are unclear, disjointed, and challenge even the best of us in route finding. Our system of paths, while good by comparison to some other cities, is still wildly inconsistent; requiring the cyclist to move from street, to wide sidewalk, to on-street path, to off street path.

There is much to be done with paint, signage, plastic bollards, and other tools. The cost of implementing some of these items is quite low in comparison to actually widening a street or adding a turn lane for cars.

3. The city's relationship with RTD

In the name of reaching our climate goals, the city has undertaken the task of municipalization. A similar path with RTD needs to be evaluated. Our tax dollars are going to an organization that does not want to see increased ridership and seems unresponsive to increasing demand for their services. While this is not the place to delve into the light-rail promises made and broken, it is clear to all that Boulder was not a winner in this recent history.

One only needs to attempt to acquire an Eco-pass to experience RTD's Kafkaesque process and the barriers RTD throws up to discourage ridership.

8. What do you think would be an effective approach for creating regional transportation solutions?

See items 7-1 and 7-3 above.

From: [No Reply](#)
To: [Leatherwood, Heidi; hrmoon@protonmail.com](mailto:hrmoon@protonmail.com)
Subject: Transportation Advisory Board Application
Date: Friday, February 16, 2018 4:58:31 PM

TRANSPORTATION ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Mike Sweeney; 303 441-3162

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

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Occupation: Producer/Panelist on the Bitcoin news show 'Block Digest' & Organizer of the

Boulder Valley Bitcoin Meetup

Place of Employment / Retired: Retired Civil Engineer of the Army National Guard

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 2016

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Graduated High School in 2001

Technical Engineering Specialist(51T) Army National Guard 2001-2006 - Manual and Automated Surveying, Drafting, AutoCAD, Concrete Engineer, and Soil Analyst.

Helped lay the first control points for Bagram Air Base, Afghanistan 2003. Conducted topographical surveys of Bagram mountain valley 2003. Helped in the planning for the water and sewage system at Bagram Air Base 2003. Conducted surveys and planning for humanitarian aid schools built in Honduras 2004. Helped with cleanup and relief effort in the aftermath surrounding Hurricane Katrina 2005.

All of my work in the service gave me a well rounded view of Civil Engineering.

60 hours of World History & Psychology at Louisiana State University in Shreveport.

In 2006 following my injury, I had to leave school and went through a deep social and personal struggle. I was able to recognize the problems were bigger than myself and in 2013 I graduated from R.O.V.E.R.(Returning OEF/OIF Veterans Environment of Recovery), which is a PTSD clinic at the VA in Houston, TX.

In 2014 I started to research Bitcoin and Blockchain technologies. My whole life I had been an amateur electrical and software engineer, but had never done anything with the knowledge. I tried my hand at working with Bitcoin to where I could save up enough money to move to Colorado, I achieved that goal back in 2016. Today I help educate people about Bitcoin and Blockchain technologies and how they can help change our world on a YouTube news show and local Bitcoin Meetup Group.

Daily work in Operational Security, Cryptography, Economics, Blockchain Technologies, Public Speaking, Group Management, Game Theory, Open Source Development, Software Engineering and Graphic Design.

2. Have you had any experience(s) with this Board or the services it oversees?

There are many aspects of Boulder where I really appreciate the well thought out design and planning for the overall good of the community. The public open spaces, bike paths, parks, water management, building codes, and public transportation are all very conducive for a

healthy happy community. Having been a civil engineer and coming from a part of the country where these aspects of development are hindered, I very much appreciate these projects and those who have helped foster their planning and maintenance. It's so efficient I was able to sell my car a little over six months ago and just stay on the bike trails. This has been very helpful in reducing my daily stress and boosting my health. I'd like to help the system that helped me.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

The show I help produce called 'Block Digest' came out of a small part of the Bitcoin community. When we started the show it was hosted by someone real popular in the community who unfortunately had to take a leave of absence around episode 59, about 3 months ago. Since then me and the rest of the crew had to completely restructure how we did the show in order to keep it alive. We used to do strict time slots for certain news stories and made sure to finish in under an hour. Now we have moved to a more open panel with no clear host and lengthier episodes in a podcast style format. The show has been a constant management of getting different schedules, personalities and formats to work together. We are all from different parts of the globe so time zones and personalities sometimes clash, but we work through them for the good of informing the viewers.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I would like to help foster the development of cryptocurrencies and blockchain technologies to find new market efficiencies and more effective governance structures. However I do believe these developments should be made under proper management and oversight of the municipality.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so?

Creating a cryptocurrency that we could use for parking. All autonomous payments charged by the minute. Leverage the existing infrastructure to review edge case scenarios and make sure only legitimate tickets go out. Once this system is in place use these sensors to detect when parking is getting crowded and automatically raise the parking rates. When the consumer decides to leave they could see that the parking has gone up in price due to heavy traffic. They could then decide to wait and go later.

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?

Community multi-sig project planning office. Use the same cryptocurrencies to self fund projects for communities that carpool or cycle. That way they know the money they are inputing into the system is going towards their mode of transport.

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?

Traffic, fix with cryptocurrencies and blockchain technologies. 'Parking on the Blockchain'

8. What do you think would be an effective approach for creating regional transportation solutions?

Again the community multi-sig project planning office. Sorry this wasn't very detailed resume. Trying to submit before deadline. Thank you.

From: [No Reply](#)
To: [Leatherwood, Heidi; clancypavelich@aol.com](mailto:clancypavelich@aol.com)
Subject: Univ Hill Commercial Area Mgmt Commission Application
Date: Thursday, February 1, 2018 1:42:48 PM

UNIV HILL COMMERCIAL AREA MGMT COMMISSION



Annual Application 2018

Date:

Staff Liaison: Molly Winter (303) 441-7317

The University Hill Commercial Area Management Commission (UHCAMC) 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.

UHCAMC meets on the first Tuesday of the month, 4-6 pm, in the 1777 West Conference Room, Municipal Building, 1777 Broadway

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.

Name: John Pavelich

Home Address:

540 Manorwood Lane

LouisvilleCO80027

United States

Clerk called to ask for bs address: 1127 Broadway
Feb 22, 2018 at approx 3 p.m.

Home Phone:

Mobile Phone: (303) 818-3011

Work Phone:

Email: clancypavelich@aol.com

Occupation: Business

Place of Employment / Retired:

Do you reside within Boulder City limits?: No

When did you become a resident of Boulder?: May 1975

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

Board member of BARHA,
Member of BARHA for 20 Years,
35 years of owning/managing rental properties on the Hill,
29 years of sales/sales Mgmt,
Charter member Diversity Council,
6 years retail pharmacist
Graduate of The University of CO school of pharmacy

2. Have you had any experience(s) with this Board or the services it oversees?

I own property in the Commercial District and have had numerous interactions over the years with all decision making boards associated with the Hill, including UGHID and City Council dating back to 1983.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

As a member of the diversity council, I participated in the establishment of the council's mission statement. Participants in this process were from different levels of the organization and represented many viewpoints. I was instrumental in creating a safe haven in which all could freely express themselves. Ultimately, all views and goals were represented in the mission statement.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I'm not aware of any potential conflicts 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?

Meeting the needs and expectations of property owners, business owners, residents and City Council is the greatest challenge facing the Hill.

As a member of the board, I would like to see an improvement in communication among all the above mentioned parties. I have personally experienced situations where decisions were being made that I was not informed of or contacted about that involved my property.

And also for more than 30 years the Hill has needed parking.

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?

First and foremost, property owners, both commercial and residential, and students should stop being demonized.

7. In your opinion, what are the Hill's biggest assets and how can they be enhanced?

The biggest asset of the Hill is its geographic location between campus and the Flatirons. The commercial area could be enhanced by improved parking and more diverse retail options.

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 the goal?

An aggressive review of property taxes in the commercial district needs to take place. An accurate determination of property taxes/ lowering property taxes would allow owners of commercial properties to lower rents to attract more diverse retail. Both established and start up enterprises could be enticed if rent was perceived as being manageable.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); bechris77@gmail.com
Subject: Water Resources Advisory Board Application
Date: Friday, February 16, 2018 8:38:42 AM

WATER RESOURCES ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Arthur (303) 441-4418

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.

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.

Name: Chris Crandell

Home Address:

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BoulderCO80302
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Home Phone: (720) 598-5829

Mobile Phone: (802) 272-4742

Work Phone:

Email: bechris77@gmail.com

Occupation: Environmental Engineer

Place of Employment / Retired: The Johnson Company (part time)/semi-retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jun 2015

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I began my career with a BS from CU Boulder in 1975 followed by a MS from Cornell in 1979, both in Civil/Environmental Engineering. I worked at Wright-McLaughlin Engineers in Denver for 6 years (1980 – 1986), then at The Johnson Company in Montpelier, Vermont for 29 years full time from 1986 – 2015 (President and Owner from 2001 to 2015), and part time since 2015. During those years I worked on projects related to sanitary and industrial wastewater, potable and fire protection water systems, acid mine drainage mitigation, storm water management, and remediation of contaminated sediment, soil and groundwater sites. Many of these projects included stakeholder collaborations and negotiations, public meetings and presentations, and project team participation and management.

I have been a licensed Professional Engineer since 1982 (7 states; currently active in 2 states).

2. Have you had any experience(s) with this Board or the services it oversees?

My only experience with the WRAB was attendance at 2 public meetings regarding the revised flood mapping for the watershed I reside in. I was impressed by the inclusiveness that the WRAB and the Department of Public Works employees exhibited regarding the public's interest/concerns, and was particularly struck by the frank but civil, and productive and respectful relationship between the WRAB and the DPW. My attendance at these meetings made me start thinking about how I could use my extensive experience with water, wastewater, and storm water systems to benefit 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.

I was a participating member of the Pine Street Barge Canal Coordinating Committee (PSBCCC) that was tasked by EPA to collaboratively develop a remedial investigation and come up with a recommended clean-up strategy for the Pine Street Barge Canal Superfund Site in Burlington, Vermont. The PSBCCC was made up of representatives from the local business community, the adjacent neighborhood, a local environmental NGO (the Lake Champlain Committee), the University of Vermont (UVM), a Natural Resource Trustee (US Fish and Wildlife Service), EPA, the State of Vermont, and the Potentially Responsible Parties (PRPs). The members represented many, often disparate, perspectives and agendas, but all were committed to working together to reach consensus regarding site cleanup (which was ultimately selected and implemented). In my view, the most effective techniques that we

employed to resolve disputes were: 1) treat all parties and their opinions with respect; 2) identify and agree on the ultimate land use goals up-front (desired future site uses); and 3) rely on science and data to inform each decision. Whenever there was any distrust in scientific evaluations completed by one party, detailed reviews by independent scientists and frank round-table discussions were completed to ensure confidence in the conclusions and decisions going forward.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I don't believe I have any potential conflicts 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?

I moved to Boulder in 2015 so only heard about the 2013 flood and its aftermath anecdotally (longtime friends lost their house in Eldorado Springs). As yet, I have not dug through archived records of the WRAB, DPW and City Council on the City's web site to be able to specifically address this question. However, I can imagine that the City carefully reviewed their infrastructure master plans and flood management program to update project and mitigation priorities to reflect lessons learned after the 2013 flood. This would likely have started with a careful review of the actual observed 2013 flood patterns and resulting damage that occurred on a local as well as area-wide scale, followed by a review of project priorities with an increased emphasis on projects such as local drainage improvements, storm sewer upgrades/rehabilitation, culvert upsizing projects and review of culvert maintenance schedules, and more aggressive infiltration/inflow controls and regulations. In addition, I know that the DPW incorporated observations and data (meteorological and hydrologic) from the 2013 flood into their on-going revised flood mapping projects. Lastly, it seems that planning and regulatory requirements related to development in the City would be reviewed and updated to respond to new flood impact information from the 2013 flood. A few examples of what this may have included are: 1) revisions to zoning requirements for development in different flood zones; 2) zoning and master plan adjustments to accommodate future flood mitigation projects; and 3) flood frequency design standard upgrades for infrastructure projects.

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?

Following identification of recommended infrastructure projects needed for the planning period, a prioritization procedure should be developed. For these types of evaluations I have successfully used a matrix in the past that scores and ranks projects using applicable

evaluation criteria (possibly weighted for the scoring). It might be useful to overlay the matrix ranking with an evaluation of the consequences of postponing individual projects, and assessing the viability of a shorter-term (and less costly), but temporary alternatives.

An outreach effort would likely be needed to identify other, competing community needs. This outreach would include City Departments, City Boards and Commissions, City Council, and the public. Since infrastructure maintenance, replacement and rehabilitation is only one part of the overall picture of community needs and expectations (albeit an important one that is required on an on-going basis), the relative level of total expenditures needed to address the different categories of community needs must be assessed. By doing so, the costs of infrastructure projects can be lined up against the costs for other community needs. This would be done in the context of the prioritization effort described above. For certain individual infrastructure projects this process might result in a reduction of scope; replacement with a lower cost alternative; postponement; or elimination of the project altogether.

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?

- Consider more aggressive flood mitigation design standards for new construction on private properties, and for municipal building and infrastructure projects, in the different flood zones.
- Increase maintenance frequency of infrastructure impacted by storm water such as culverts, irrigation ditches, inlet grates, manholes, etc.
- Identify and secure additional potable water source options to supplement existing sources in the event of extended droughts.
- Develop more aggressive water conservation requirements for City residents to ensure adequate potable water in the event of extended droughts.
- Employ more aggressive forestry management practices to control forest fire potential in open space.

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?

Municipal costs for providing residents with water/wastewater service include costs that are somewhat independent on water use (e.g., water distribution and wastewater collection), and costs that are dependent on water use (e.g., source development, and water/wastewater treatment). Planning for water/wastewater budgets needs to take the long view that incorporates anticipated future development and population increases, but also considers enhanced reduction of water use through continued water conservation efforts (including use of “penalty” block rates for overuse). Although some may view it as distasteful, allowing residents who have the means, have large properties with extensive water-using landscaping, and/or have a lack of water conservation ethic, to use however much water they wish (at a

premium) is probably a reality in terms of residents rights and municipal water budgeting . Presumably the “penalty” block rates have an overall beneficial impact in terms of water use reduction. Also, if the “penalty” block rates did not exist, the portion of the water budget that is currently funded by them would have to be incorporated into Block 1 and 2 rates. This would increase the cost to lower water users while financially benefiting higher water users. Therefore, I think the basic current rate structure, with the “penalty” block rates, should remain in place.

From: [No Reply](#)
To: [Leatherwood, Heidi; jon.monson@gmail.com](mailto:jon.monson@gmail.com)
Subject: Water Resources Advisory Board Application
Date: Wednesday, February 14, 2018 8:01:08 PM

WATER RESOURCES ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Arthur (303) 441-4418

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.

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

Name: Jon Monson

Home Address:

590 Union Ave.
590 Union Ave
BoulderCO80304
United States

Home Phone:

Mobile Phone: (970) 371-3899

Work Phone:

Email: jon.monson@gmail.com

Occupation: Municipal Utilities Director

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Mar 2012

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

In the last twenty-three years, I have been the Director of Water and Sewer services for two cities the size of Boulder. I am excited by the possibility to give back to my new community of Boulder by utilizing my skills and experience in environmental protection on Boulder's Water Resources Advisory Board.

I have a master's degree in Sanitary Engineering from Georgia Tech and a 38-year career in environmental protection, half as a treatment plant design engineer and half as a municipal utilities director. My last two positions were as the Water and Sewer Director for the cities of Greeley CO and Hollywood FL. As Director I dealt directly with City Council in Hollywood and with an appointed Water Board in Greeley, developing budgets, policy, personnel, capital projects, bond issues, public outreach, and rates.

2. Have you had any experience(s) with this Board or the services it oversees?

I have had wide-ranging experience with the water and wastewater services this Board oversees although I have never dealt with Boulder's WRAB. As the Water and Sewer Utilities Director in Greeley and Hollywood FL, I oversaw extensive construction programs in the \$100-200 million range and significant adjustments to personnel levels, both up and down. My storm water management experience is more limited. I have developed storm water management plans for the various water and wastewater facilities under my control and in the early 1990s I created a fee-based storm water utility for the City of Hollywood. While in Greeley I had our outstanding sewer collection division begin to assist the Public Works Department's storm water division in system mapping, cleaning, and system rehabilitation.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

While working with Engineers Without Borders in eastern Nepal two years ago, I dealt with a local water association which had recently completed a spring source protection project with our guidance. Flooding from recent rains had partially damaged the structure and the water association began to debate as to how, or even whether, to repair the structure. When the discussion seemed to be bogging down I suggested we all visit the site, which was only a half mile away, along trails through the jungle. Once on site, our engineering team was able to clarify how little work would be required to armor the spring source against recurring damage.

The association members were justly proud of what they had accomplished to date and recognized the value of providing the additional protection. Keys to the resolution of this issue were open dialogue and a common understanding of the situation developed during the on-site visit.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I have no potential conflicts of interest with respect to the work of this board.

If a Board member has a perceived conflict of interest, they should bring it to the Board Chair for discussion. In some situations, consulting the City Attorney may be of value. If a conflict is determined to exist, the Board member should recuse themselves and leave the room during discussion and action regarding the item.

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 floods of September 2013 were a wake-up call for both the citizens and the City of Boulder Utilities. While I am not yet familiar with the specifics regarding Boulder's utility system, several things are apparent. First, the weaknesses of the water and wastewater utility systems, especially the treatment plants and transmission mains, were highlighted by the floods and proactive protection measures can now be devised with more certainty. This new understanding of vulnerabilities also applies to the city as a whole and the cost of protective infrastructure has, no doubt, increased substantially. Second, maintenance of storm water infrastructure is critical so that the system works as intended when needed and should be given a higher priority than is typically assigned. And third, flood plain mapping is an extremely controversial art because of its effect on property values. The extent of the 2013 floods should give credibility to the City's efforts to proactively protect property by limiting building within high hazard zones.

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?

As a rough rule of thumb, one third of a utility's revenue should be devoted to maintenance and rehabilitation of existing infrastructure. Utilities are capital intensive and, except for water rights, capital infrastructure depreciates over time. The utility should be collecting and spending enough revenue on infrastructure rehabilitation or renewal to match the annual depreciation of its assets. The City's finance department probably tracks infrastructure depreciation in accordance with the Governmental Accounting Standards Board (GASB) financial reporting requirements for state and local governments. This accounting can be the

basis for budgeting the expenditures necessary to extend the life of these critical assets indefinitely.

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 will have to become more familiar with Boulder's utility system to recommend any specific policy changes. That said, there are several issues which continuing climate change is likely to aggravate. Earlier runoff will deplete Boulder's "white reservoir" (snowpack) and will create significant operational challenges. City staff should be scenario planning for such early runoff. In addition, extended growing seasons in both spring and fall will create an overall larger water demand. The efficient use of water, and thus Boulder's water budget, will become even more important. Protection of existing water rights is, of course, critical. In addition, as discussed above, new storm water infrastructure and increased infrastructure maintenance will be required to handle the increasingly extreme weather events.

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?

While I am not familiar with the details of Boulder's water budget rate structure, the concept of increasing block rates is sound, especially for single family residential customers, which are a large percentage of the total water demand. Penalty rates inhibit over use of water and are also an excellent method of leak detection: the extreme water bill gets the owner's attention. I would hope there is a city policy of penalty forgiveness once a leak has been corrected, as the primary purpose of penalty blocks is to adjust long-term consumer behavior in order to curb consistent over use of water.

There are several problems when extending the block rate system to other customer classes. Commercial accounts are particularly difficult when defining a penalty rate. One restaurant may use more water than another, not because they are water wasters, but because they are busier. Individual water audits and implementation of best practices may be a better method of water conservation for them. Penalty rates for multi-family buildings without sub-metering will incentivize the owner to install low-flow fixtures but will not affect individual customer behavior. Educational efforts in developing a water conservation ethic, perhaps in cooperation with the landlord, are probably a better approach.

In summary, I have a broad understanding of water and wastewater utility systems and if selected to serve on Boulder's WRAB, I would be honored to apply my abilities to Boulder's unique and challenging system. I ask you for your consideration for appointment to this important and rewarding position.

From: [No Reply](#)
To: [Leatherwood, Heidi](#); trisha.oeth@gmail.com
Subject: Water Resources Advisory Board Application
Date: Wednesday, January 10, 2018 10:29:48 AM

WATER RESOURCES ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Arthur (303) 441-4418

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.

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

Name: Trisha Oeth

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1525 Judson Drive

BoulderCO80305
United States

Home Phone:

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Work Phone:

Email: trisha.oeth@gmail.com

Occupation: Attorney/Policy Advisor & Director

Place of Employment / Retired: Colorado Department of Public Health and Environment

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 2013

1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative?

I am an attorney with 12 years of experience in water quality, including the federal Clean Water Act, state Water Quality Control Act and implementing regulations, Safe Drinking Water Act, Colorado Primary Drinking Water Regulations, and local water quality programs. I began my legal career representing local municipalities and special districts with compliance with water quality laws. As a Colorado Assistant Attorney General, I then represented the state on administration of water quality laws. For the past 5 years I have been working for the Colorado Water Quality Control Commission.

This position involves extensive work with technical staff with expertise in engineering, aquatic biology, toxicology, hydrology, and much more, in developing appropriate water quality regulations for Colorado. In this capacity I engage in and facilitate extensive outreach with the public, the regulated community, and other state, federal, and local agencies. We convene work groups to work through regulatory development with the mission to achieve solutions to Colorado water quality issues through communication and understanding, balancing use and protection of the resource. After issues are discussed thoroughly in the work group setting, a proposal is brought forward to the Commission for policy decision-making.

I work to ensure that the process used in bringing those issues to the Commission are not only fully compliant with legal requirements, but also that the process allows for full participation by all interested parties so that the Commission has all information and arguments about the issue before them in order to make the best and most informed decisions regarding water quality policy.

In addition, I have served for 5 years on the Steering Committee for the Colorado Water Quality Forum. The Steering Committee works as a group to handle the budget and contracting for the Forum, as well as serve in a leadership capacity for the Forum. I graduated from the Colorado Foundation for Water Education's Water Leaders program in 2016, which involves extensive training in water leadership and collaborative decision-making.

2. Have you had any experience(s) with this Board or the services it oversees?

I have extensive experience with the services that WRAB oversees, in particular all water quality aspects of WRAB's work. I have attended WRAB meetings and witnessed a strong public process along with input from dedicated staff with great expertise, which I believe are imperative to the functioning of this type of Board. I have worked with the talented staff, and I would be very excited to use the knowledge that I have on water quality issues and community engagement and collaborative decision making to serve our community on water issues.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members.

My professional work frequently involves working in a group setting where there are disagreements and conflict. For example, I am heavily involved in discussions regarding the development of the state's nutrient standards for phosphorus, nitrogen, and chlorophyll a. We frequently have 75-100 people in attendance at meetings with varying backgrounds in technical, legal, and policy aspects and with differing viewpoints. I find that at the heart of navigating the situation is the importance of listening, communicating, and transparency.

First: listening. I keep in mind words from a mentor that "everyone has a piece of the truth." I use every opportunity where I hear or sense disagreement to draw out from the persons with differing views what their interests, goals, concerns, and fears are. Often times this process leads to an awareness of common ground, which provides a place to work from. Listening to not only a person's words, but also the meaning behind those words to understand where they are coming from and what their ultimate goal is can lead to true understanding of the root of the conflict.

Second: communicating. It is extremely important for government agencies to communicate consistently and robustly with the public and affected entities. Government agencies need to be accessible to the public and allow frequent, genuine, and meaningful opportunities for input. But they also need to proactively communicate with the public when efforts for future change are underway; to let people know when a change may impact them and what the agency's current thinking is and how to get involved and provide input.

Third: transparency. As agencies develop proposed changes to present to a Board for decision, it is crucial for the agency to share the information that was the basis for the recommendation with the public. This provides the public the ability to review the information, correct errors, refine, and make suggestions. This process improves proposed rules and changes to government policy.

We have at times brought in a facilitator for these discussions, which can help ensure that all viewpoints are able to be expressed in a safe and productive manner. Facilitators can help establish groundrules for engagement and maintain a professional culture for robust discussion.

4. List all potential conflicts of interest you might have with respect to the work of this board.

I believe that board members should approach potential conflicts of interest conservatively, and be fully transparent about any potential conflict of interest or even the appearance of a conflict of interest, in order to protect the integrity of the board's decision-making process. If an issue were to come before the WRAB having to do with the city's position on a rulemaking hearing pending before the Water Quality Control Commission, I would recuse myself. If there were a discussion before the WRAB having to do with a regulatory compliance issue, I would likely make a disclosure and depending on the circumstances would evaluate whether

that would be a conflict or not. Those are the only potential conflicts of interest that I foresee.

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?

Like most of the country, Boulder's water and wastewater infrastructure has been aging and needing upgrades. The 2013 flood highlighted these needs and raised awareness by the public and city leaders, and created a sense of urgency that may have been lacking previously. The sewer backups into homes highlighted the importance of solid and reliable infrastructure in order to protect public health and the environment. In addition, the city has had to deal with increased numbers of infrastructure main breaks, which may be due in part to damage from the floods but could also be a result of upgrades happening in some parts of the system and the natural process needed to work out the kinks in the system as a whole.

The city should continue to update its floodplain maps based on the best available information, and then it can proceed with identifying necessary projects to be prioritized in the Capital Improvement Program.

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?

I believe that water should be one of the top priorities for the city in the CIP. Access to reliable, clean, safe drinking water, and functioning storm systems and wastewater are absolutely vital and fundamental to our community. One of my favorite sayings about water is: If you have access to clean, safe drinking water, then your community will have lots of problems. If you do NOT have access to clean, safe drinking water, then your community will only have one problem. Boulder is an attractive place to live because it offers fantastic open space, cultural arts, and business growth. All of these things are important components of what make our city special, but water should remain one of the highest priorities. We need to stay up to date with regulations in order to protect our public's health and to continue to have healthy watersheds and aquatic communities for our citizens to enjoy.

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?

As we face more extreme events, especially fires and floods, it is becoming more important to focus on watershed resiliency. So, in addition to focusing on projects with the infrastructure of the systems themselves, the city should consider the importance of creating a watershed upstream that can withstand fire threats and that can respond appropriately after a fire event that has the potential to threaten the city's water supply with fire-laden runoff.

For example, The Nature Conservancy just released a report analyzing nature based solutions that can help with source water protection. The report shows that most cities could meaningfully reduce sediment and nutrient pollution in water they use through 3 source water protection activities: reforestation, forest protection, and planting cover crops. The city should be looking at incorporating these types of practices into its operations – not only would it protect the city’s water supplies but it also has the potential to result in significant overall cost-savings to the city.

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 believe that our society has been reluctant to invest the true cost of water and wastewater infrastructure in our communities, and that we are facing a looming crisis because of this. I believe we should be evaluating the list of needs, identifying critical projects – both long-term and short-term, and develop and refine a plan that aims to put Boulder in a confident position as we face droughts, floods, and fires in the years to come. I am supportive of Boulder’s tiered structure for water usage billing that charges more for using more. Given that there is decreasing revenue due to decreasing usage of wastewater as a result of more efficient appliances, I understand the need to consider additional changes to the rate structure to ensure the program has sufficient funding not only to remain solvent but in order to put the city in a position to make necessary upgrades. I would be supportive of additional increases, but would want any increase to take into account the varying differences in the makeup of the community and balance the discrepancy in income and usage, as well as continue to encourage efficient use of limited resources.