



CITY OF BOULDER
2018 Boards and Commissions Interview Schedule
Municipal Building
1777 Broadway
Boulder, Colorado 80302

Monday, March 19, 2018 - Council Chambers, 6 p.m.

Group 1 (Bare-Curlette)	(6 Applicants)	6:00-6:30 pm
Group 2 (Frankel-Juilland)	(6 Applicants)	6:30-7:00 pm
Group 3 (Leach-McCarthy)	(5 Applicants)	7:00-7:30 pm
		7:30-7:40 pm BREAK
Group 4 (McKenzie-0'Hashi)	(6 Applicants)	7:40-8:20 pm
Group 5 (Okner-Sciarra)	(6 Applicants)	8:20-8:50 pm
Group 6 (Silver-Zinner)	(5 Applicants)	8:50-9:10 pm

Group 1 **6:00-6:30 p.m.**

Andrew Bare
Rebecca Boone
Jake Carias
Todd Conklin Jr.
June Crenshaw
Diane Curlette

Group 2 **6:30-7 p.m.**

Leora Frankel
Amy Gahrn
Tim Gormley
Stephanie Heacox
Steven Hlavac
Jacques Juilland

Group 3 **7-7:30 p.m.**

James Leach
Burton Lee
Jim Martin
Leonard May
Michael McCarthy

BREAK

7:30-7:40 p.m.

Group 4

7:40-8:20 p.m.

Michael McKenzie
Morgan McMillan
Keivan Moallemi
Masyn Moyer
Judy Nogg
Alan O'Hashi

Group 5

8:20-8:50 p.m.

Arthur Okner
Laura Rich
ML Robles
Dina Rozin
Magdalena Rzycka
Ellie Sciarra

Group 6

8:50-9:10 p.m.

Sarah Silver
Adam Swetlik
Nami Thompson
Mark Wallach
Rebecca Zinner

From: [No Reply](#)
To: [Leatherwood, Heidi](#); andrewbare29@hotmail.com
Subject: Housing Advisory Board Application
Date: Saturday, February 3, 2018 11:24:18 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 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: Andrew Bare

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Email: andrewbare29@hotmail.com

Occupation: Communications Professional, Investment Bank

Place of Employment / Retired: George K. Baum and Associates

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?

1. Education: Bachelor's degree in Journalism, Master's degree in Political Science
2. Experience: Covered growth and housing issues as a journalist

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

I have experience attempting to find affordable housing in Boulder. I have no specific experience with the (new) board or with city housing services.

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

In multiple previous jobs I worked across departmental and functional boundaries in order to achieve specific project goals. This involved managing disagreement on methods and objectives.

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

None.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I believe Boulder is an amazing community with a housing crisis. Housing is, by far, the most pressing issue facing Boulder. The HAB won't be able to solve that crisis, but it can begin laying the intellectual and strategic foundations for a future solution.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Increasing the housing stock in the community
2. Re-examining zoning and density regulations in the city, including the details of height limits
3. Easing restrictions on ADUs in Boulder

I chose these three priorities because one of the biggest contributing factors to Boulder's housing crisis is a lack of supply. The city needs to take decisive steps to address this situation and increase options renters have in Boulder.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The city should greatly accelerate the process of de-regulating ADUs in Boulder. These units can play a role in improving housing diversity in the community and in giving individuals and families additional options when seeking reasonably priced housing.

8. How have your past and current housing situations affected your life and perspective on housing issues?

As a renter in Boulder, I am faced with the reality that even though I have a good, solid middle class job, finding a respectable rental in the city I love is well-nigh impossible. And there are many others who are in a much more desperate situation than I am. That's a genuine tragedy for a great community, and I'm passionate about addressing the situation.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

The city should embrace aggressive upzoning and increased density while also seriously re-considering long-standing height limits and more foundational attitudes toward growth and development.

This won't solve the problem, but it will help, and it can make life better for many residents.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi](#); becky.sue.boone+housing@gmail.com
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 3:57:25 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Name: Rebecca Boone

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Mobile Phone:

Work Phone:

Email: becky.sue.boone+housing@gmail.com

Occupation: software engineer

Place of Employment / Retired: self employed

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 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'm a human with housing needs in this community, I find that compelling on its own. Often these boards feel unattainable to people who should be on them because they self-censor and imagine they don't have enough qualifications, skill sets, and relevant experiences.

I work for myself, which provides the privilege of flexible time to commit to a board. I grew up in other countries, so I'm not "from" anywhere. When housing conversations center around who belongs in a neighborhood, it is like a kick in the gut that some people will never think I belong anywhere. I'm a renter and not planning on buying a single family home. I'm queer. These have a direct impact on my housing experiences.

Relevant trainings I've done in the last couple of years, thanks to employers and living in housing co-operatives: over 40 hours of training to be a mediator in 2 local restorative justice programs, negotiation training, civic innovation, community organizing, design thinking in government, building capacity in city hall/culture change, user research, open source, gov't as a platform, digital inclusion/divide, mental health first aid, mediation & conflict, meeting facilitation & consensus, nonviolent communication, anti-oppression, diversity & inclusion, destabilizing systemic oppression in our co-ops.

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

In 2015, I worked with the Division of Housing around Housing Boulder's civic engagement. It provided ample learning experiences. The most insightful was observing how city employees, who care deeply about these issues, navigate passionate residents and bureaucracy to create impact in their communities.

In the last two years, as a member of the co-op community, I advocated for the co-op ordinance. I'm heartened to see the effects of that ordinance as formerly hidden co-ops successfully apply for licenses. I'm still processing the way the conversation played out within the co-op community and without.

3. Describe a situation where you were involved with a group and had to work through a

disagreement or conflict among the members.

I'll pull an example from the conversation surrounding the co-op ordinance. I hope it comes as no surprise that the co-op community is not a monolithic group sharing one opinion and consciousness. During the efforts to pass an ordinance, there were different groups and individuals working towards a common-ish goal. Some groups and individuals were considered by Boulder to be the leaders but were not chosen by the community itself. I'll call this group the perceived representatives. When the perceived representatives did or said something, it had an outsized impact on the collective. I'm oversimplifying the setup because I want to get to a conflict. If anyone is interested in going into this in a more meaningful way, let's take a walk around the neighborhood.

Now to a conflict. Some members of the perceived representatives thought it was a valid tactic to take other people's narratives to use as their own, specifically around oppression. An example of this behavior was comparing ICE pursuing immigrants to zoning police enforcing occupancy limits. Another example is a white person saying because they lived in a co-op whose neighbors harassed them (about living in a co-op in a very nice house on The Hill), they better understood black oppression. A male without children framed co-ops as a housing solution for single mothers. A financially secure person framed it as a refuge for the financially insecure. If you suspect I disagreed with that tactic, you'd be correct.

Considering we are a collective and not a hierarchy, there is not a clear chain of command to sort these types of issues out. Those of us that disagreed with this tactic started talking to people about how we felt in a direct, proactive way. We asked people inside and outside the co-op community not to promote letters to the editor and tweets that engaged in this type of rhetoric. We responded directly to our community through tweets, texts, one-on-one conversations, and emails to groups/individuals. We let it be known it made us uncomfortable and why. Bullying and harassment are not the same as oppression. Telling other's narratives as our own undermines our collective credibility and lived experiences. Representing our truth--that we are a collection of people of mixed incomes who reflect the larger demographics of the city--is important.

The co-op community was open to the conversations. We chose a person in the community who was not seen as threatening to the perceived representatives to meet with them. Many listened and apologized, indicating that they hadn't thought about things in that light. We weren't able to get the conversation going in time to spare some very public moments that used that tactic, and we were unable to completely eradicate it. Although this type of rhetoric persists within our community, we continue to engage in respectful discussions.

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

I have a fear around perceived conflicts of interest. Because of my work with Housing Boulder, I have experienced bullying/silencing when I've participated in community discussions since moving here. Some people think I should not be a part of the conversation.

For example, when commenting on a neighborhood listserv, a neighbor linked to an article in the Daily Camera about me and asked if I was the same person. I've had that experience many times in different mediums. A few weeks ago, a resident said this to me on Twitter "We

thought this screw-up that you moved out of Boulder when she was discredited last year”. Those are their typos. These experiences have contributed to my resiliency in participating in public conversation, but I notice that it makes some people shy away from me as a representative of the community. I’d rather y’all consider this up front.

To clarify: I moved to Boulder because of the overwhelming number of people who made me feel a part of the community and valued my participation. The bullying is not representative of this town as a whole.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

The topic of how housing is how I was introduced to Boulder. I got to know and appreciate it through that lens. Boulder is the safest place I’ve ever lived. Participating in open and honest conversations on this critical topic is a way for me to contribute back to the community.

As this is a new board, we don’t have to contend with historical expectations and relationships. I hope we accomplish a space for learning, where we can be generous with each other and understand we can’t be articulate all the time. This is an alternative to the idea that we should “assume best intentions”, a community agreement I don’t think is realistic. To borrow the words of my favorite facilitation handbook “people have been harmed by sexism, racism, homophobia, transphobia, classism, they/we build up necessary tools to care for and protect themselves/ourselves.” Telling them to “default to trust” isn’t going to change that.

6. What should this new advisory board’s top three priorities be and why have you chosen them?

* Create a good meeting structure for the Housing Advisory Board, space where people leave feeling inspired and energized. Inefficient and ineffective meetings can leave people feeling drained, exhausted or discouraged. I learned the importance of this from a Boulderite with amazing skills around organizing meetings. She helped me understand these dynamics should not be ad hoc after creating an agenda and saying we use Robert’s Rules.

* A foundation of common understanding: the purpose of the board, the rules of the board, the city of Boulder’s past/current/future work (101 level). As everyone will arrive with a different perspective, it’s important we achieve some common understanding for discussions, even if the common understanding is that we don’t share a common perception.

* Easy start. Identify a topic that will let the board practice meeting mechanisms without the additional learning of a weighty topic. In software, when learning a new language, it’s beneficial to pick a problem you’ve already solved. Then you can focus on learning the new syntax of the language without it getting entangled in the problem you’re applying it to. This eases the learning curve.

7. Select one of the City of Boulder’s housing initiatives and make a recommendation for

improvement.

My recommendation is for item A of the Housing 2018/19 Work Plan, the Housing Advisory Board. Don't skip student representation. They impact the rental market. They are a part of this community. Please include them in the conversation.

8. How have your past and current housing situations affected your life and perspective on housing issues?

My housing story is a bit complicated and unrelatable. Here's an oversimplification. My parents worked for oil companies in foreign countries. We lived in company towns. The oil companies provided our housing and it was identical. Homeownership and the social dynamics of housing were missing from the first two decades of my life.

My parents are from Mississippi and neither had a college degree. They grew up economically insecure and when we visited family in the South once a year, we stayed in economically depressed neighborhoods in an economically depressed city and state. As an adult, I chose to live in Mississippi to try to understand where my family was from. I lived under the federal poverty line. I have a better understanding of the toll housing insecurity has on mental health and relationships. I also have a better understanding of how communities can look out for one another's housing needs when the government can not.

I received my undergraduate degree in computer science, married another programmer, and found myself in a very stable economic position. We easily rented housing in Mississippi, Alaska, and California. In the competitive rental market of the Bay Area, we were able to walk into a showing for an apartment, have all the necessary documents and cash, and rent it the next day. I have a better understanding of how my privilege works.

When I first moved to Boulder, it was temporary and I found housing on The Hill between two frat houses. Since my job focused on outreach around housing, I wanted a visceral understanding of student housing. Living surrounded by students helped me find compassion for what they go through to live near their school.

When I decided to move here permanently, I moved into a housing co-op. I have a better understanding of the environmental trade-offs we make when we choose our housing and how living in a community adds economic resiliency.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Improving communication will provide space for change. This is not a new idea. From working with people in the housing department, I feel the city has thoughtful, knowledgeable people working on adding affordable housing to our community. From living in this town, I know we have passionate elected officials and residents on this topic. I think the acceleration would come from improving how these groups interact.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; jake.carias@colorado.edu](mailto:jake.carias@colorado.edu)
Subject: Housing Advisory Board Application
Date: Friday, February 2, 2018 10:29:16 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

Name: Jake Carias

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Mobile Phone: (716) 799-2875

Work Phone: (716) 799-2875

Email: jake.carias@colorado.edu

Occupation: Graduate Teaching Assistant

Place of Employment / Retired: University of Colorado, Boulder

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 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 a BA in Sociology and I am a current, 3rd year Ph.D. student at CU Boulder studying sociology with a specialization in health disparities and urban and neighborhood sociology. I have previously served in multiple leadership positions during my time as an undergraduate. Some notable positions from my past were: Vice President of the Inter-Fraternity Council, Committee member of the Democratic Party of New York, and participation in multiple department committees here at CU Boulder. The item that qualifies me the most is my current research on neighborhood change and the effects of urban redevelopment.

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

I have not had any experience with the Board because the City Council has only recently requested its creation. As a graduate student who moved to Boulder, Colorado from some of the most difficult and most stressful aspects of graduate school have been housing issues. While as a student I may only be a temporary resident of Boulder, my Ph.D. program is expected to continue until Spring of 2022 and I may choose to remain in the area in the years after.

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

Group collaboration is among the most difficult skills to learn. As a graduate teaching assistant with 3 years of teaching at the college level and 4 years of assistant teaching at the middle school level, monitoring for and managing conflict within groups is extremely important. Not only have I efficiently controlled classroom debates and difficult students, but I have worked in small collaborative groups on research and reports where my own work has been critiqued. I fully expect that the Housing Advisory Board position, especially under the scrutiny of the public eye, will bring its own unique challenges and require me to draw upon the skills I have learned over the past 7 years of college.

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

I have no financial or legal conflicts of interest.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I would like to serve on the Housing Advisory Board to be a voice for graduate students and students of CU Boulder. I have rented properties around the country through 6 years of my college education and will continue to rent in Boulder as long as possible. Many graduate students have been forced to leave Boulder City limits because of financial strain, rising rents, and difficult property management groups. As contributors to the CU community and broader Boulder community, it is unfortunate that so many well-educated graduate professionals are unable to participate and live in the place where they work. As a Graduate Teaching Assistant in the Sociology department at CU, I have on-going communication with my students and extracurricular groups on campus. Housing not only affects my students ability to perform in the classroom when financial stress and housing issues arise but many spent thousands of dollars each year renting properties in Boulder. As a sociologist, I am well-equipped to understand the diversity of interests and the challenges of crafting housing policy for this city.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1.) To advise the City Council on the development of new housing and the development's possible effects on our community.

New housing is necessary for Boulder's growing population and popularity. Understanding how this new housing can effect the health and well-being, traffic, neighborhood quality, and hopefully avoid displacement of low-income residents is extremely important.

2.) To evaluate the state of current housing in Boulder and make recommendations for improvement.

Existing housing is just as important as new housing. How to maintain and best utilize existing housing and encourage homeowners, landlords, and property management groups to develop, expand, and/or upkeep their property needs to be considered as well.

3.) To consider and learn each neighborhoods preferences for future development to keep a community-centered approach to housing.

Current Boulder residents need to have a say in the future of their communities. Balancing the needs of current homeowners and learning from neighborhood groups will be an important part of the Advisory Board's work.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Many of the City of Boulder's housing initiatives focus on transit oriented development, creation of affordable housing, or infrastructure improvements to attract more developers. In

reading many of the documents released by the city council and various working groups. Rarely do I see mention of "land infill projects" or means of evaluating space that is being underutilized. The accessory dwelling unit regulatory changes, is a small example of a land infill project but one that will mostly benefit a limited population some of whom were already illegally operating ADU's on their property. Seeking out new types of land infill projects and creating incentives for them or removing barriers to their development could be a key to improving the already successful projects advanced by the City of Boulder's housing initiatives.

8. How have your past and current housing situations affected your life and perspective on housing issues?

Growing up, my family owned multiple properties and learning the basics about being a Landlord and the difficulties of maintaining multiple properties was always evident to me. I have lived in 2 countries, 2 states and DC, 6 different cities, and rented 10 different homes during my undergraduate and graduate years so far. I have experienced vastly different tenant-landlord laws and lived in extremely different homes. I chose to study the urban and neighborhood sociology because throughout college I developed a fascination with the built environment and the effect it has on us as a society and as individuals. I think my unique educational experience and variety of life experiences contribute to an open-minded approach to housing policy that stresses the importance of diversity and inclusion.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

To encourage the creation of diverse housing and affordable housing, Boulder needs to consider investing in transit-oriented approaches to infrastructure and new housing developments. The unique attraction of downtown Pearl Street as a business, pleasure, and working environment means working with developers to orient new housing around public transit to avoid further filling our already congested roadways. Boulder housing policies can look to successful examples of development in larger and smaller cities such as Vancouver or Rochester to find ways to balance increase in density with neighborhood quality, a diverse population, and unique scenic views which is a major draw for our town. It may be of interest for the Housing Advisory Board to create and analyze new ways to measure and evaluate housing development in the City of Boulder. New standards and measures could have lasting effects beyond temporary planning initiatives.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi](#); toddconklinjr7@gmail.com
Subject: Housing Advisory Board Application
Date: Wednesday, February 28, 2018 12:20:39 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Name: Todd Conklin Jr.

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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. Why would you like to serve on the Housing Advisory Board? What do you hope to

accomplish?

I have a strong desire to get involved in Boulder City government, and I recognize that I have had a privileged life when it comes to housing. I always lived in stable, safe neighborhoods, and I want to help give others that same experience. I want to help create a housing environment that helps those in need to live prosperous, fulfilling lives.

6. What should this new advisory board's top three priorities be and why have you chosen them?

In no particular order, the top three priorities should be, affordable housing, creative housing options such as ADUs, co-ops, and I believe that zoning laws should be revisited so that neighborhoods can be more complete. A healthy neighborhood has a mix of young people, old people, single people, married couples, community centers for recreation, grocery stores, small grocery stores, etc.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I believe that ADUs have room for improvement. City Council could address standards regarding unit concentration, sizes, and parking. These changes would allow for greater upward mobility within the realm of housing.

8. How have your past and current housing situations affected your life and perspective on housing issues?

My past and current housing situations have made it clear to me that I have had a very blessed life. I believe that life does not guarantee prosperity for everyone, and deliberate efforts must be made in order to ensure that all people have access to quality housing.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Boulder can accelerate the process by allowing for creative/innovative housing options such as ADUs and CO-ops by rethinking zoning laws and regulations regarding unit concentration, and parking.

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Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; junecrenshaw@yahoo.com](mailto:junecrenshaw@yahoo.com)
Subject: Housing Advisory Board Application
Date: Thursday, March 1, 2018 3:44:01 PM

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

Name: June Crenshaw

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BoulderCO80302

United States

Home Phone: (303) 449-2867

Mobile Phone: (303) 881-3842

Work Phone:

Email: junecrenshaw@yahoo.com

Occupation: School Social Worker

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 1978

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?

Master of Social Work, DU
Master of Liberal Arts, SMU

Specialized training in Mediation and Dispute Resolution;
Social Worker Senior Consultant, Colorado Department of Education;
Board Member, Children's Services, Boulder County;

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

Recently led fifteen households on the issue of Co-ops in our neighborhood with informational meetings, petitions and Boulder Council presentations;

Provided neighborhood leadership addressing the CAMP (Chautauqua Access Management Plan) with meetings, petitions and council presentations;

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

When the Co-op housing ordinance was being addressed by the city I led my my neighborhood (of fifteen home owners) through informal discussions, formal meetings and a petition drive. I found one-on-one contact, group discussions and acceptance of our various viewpoints critical in coming to resolution to address this issue with Council.

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

None.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I have recently worked with city departments and Council on two key housing issues:

*accessibility for diversity in established low-density neighborhoods;

*parking concerns related to housing issues;

I would like to serve on the Housing Advisory Board because housing issues in Boulder need to be addressed in a fair and impartial way with all viewpoints having a voice.

6. What should this new advisory board's top three priorities be and why have you chosen them?

The priorities should be affordability, diversity and ongoing support of established and historic neighborhoods. Our teachers, health care workers and trades people, among others, should be able to find decent housing for their families. Diversity keeps our neighborhoods vital and expansive. Established neighborhoods provide the investment and continuity that is important to the past, present and future of Boulder.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The Housing Advisory Board is an initiative whose time has come. After its formation the Board's protocol should be expanded to include a neighborhood feedback loop as part of the standard procedure. This feedback mechanism should improve community buy-in.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have been challenged as an educator and single parent in meeting the high bar of affordability in the Boulder housing market. My circumstances changed and I was able to move into a stable, low density, single family neighborhood. This journey taught me the importance of neighborhood stability to the raising of a family. Ideally, all Boulder families should be given the opportunity to live in a stable neighborhood.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Increasing the number of Accessory Development Units (ADU's) appear to be one practical solution if the parking problem can be solved. One idea might be landlord issuance of eco passes or Uber-like credits to ADU residence as a way to reduce the number of cars required.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; dcurllette25@gmail.com](mailto:dcurllette25@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, February 16, 2018 9:31:08 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

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

Name: Diane Curlette

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Occupation: Program manager

Place of Employment / Retired: retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 1988

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?

Thirty years of professional government experience in successful problem-solving and program management at local, state and federal levels. Experience in working with people of diverse ethnic, racial, age and religious backgrounds. Masters in Public Administration specializing in policy analysis. Masters in Transpersonal Counseling Psychology. Program management experience at the state housing division and with the federal weatherization program. Thirty years of experience as a Boulder homeowner and neighborhood leader. Experience sharing my home with student housemates and supporting fellow senior citizens in housing downsizing.

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

As this is a brand new board, neither I nor others have had experience with this board. I am aware that the city has many advisory groups related to various housing programs that report to the city manager but this one would be the first to report to city council. My interaction with the housing department has occurred over recent attempts to increase housing density in low density neighborhoods through establishment of co-op houses and modified ADU regulations.

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

In resolving conflicts I believe several techniques are useful. One is to build a sense of group inclusiveness and respect before conflicts arise. Establishing an open, non-judgmental communication style and other group norms at the beginning helps build trust. Second is to encourage all members to share their perspectives on a current problem so they feel heard. Third is to seek all the relevant facts and opinions and inform the group of this information for their consideration. From this standpoint group members can often devise several options to resolving the problem and work toward a consensus solution. I have used these concepts in resolving information technology work group issues, and client group issues.

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 with the work of this board. I feel others with major conflicts of interest should refrain from serving on the board. An occasional unforeseen conflict of interest that arises can be handled by the board member abstaining from discussion and voting on the matter. I hope the rules governing board membership address these issues.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

Boulder is wrestling with gentrification and loss of affordable housing. The city has self-limited its physical size and thus the common safety valve solution of just building more on the outskirts is not an easy solution. We need to apply creative solutions to this problem while not "destroying the village to save it". I would like to participate in the process of examining this problem and hope, through diligent effort, to help devise the best solutions to the affordable housing crisis.

6. What should this new advisory board's top three priorities be and why have you chosen them?

One, learn about the existing city housing programs, their goals, problems and accomplishments. Two, help formulate policies that will enhance the operation of these programs and meet the city's goals for housing while retaining neighborhood character. Three, adopt recommendations for the city council's consideration concerning the future direction of city housing programs. As a new board advising on a complex field with many funding sources and restrictions, the members will need to become knowledgeable to take useful action. Also, this overview stance may help produce solid suggestions for improving these programs. City Council will be well served by a knowledgeable citizen board whose members have taken the time to understand and digest this information and formulated recommendations for future action.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I am concerned about the scope and intent of the soon to be proposed ADU ordinance. The current ordinance is well-written and serves to protect the character of neighborhoods and the interests of impacted immediate neighbors. The few critics claim it unfairly restricts the number of ADU's in an area through the spacing requirements; that prior notification to neighbors is burdensome; and that requiring construction of an extra off-street parking space for the ADU is burdensome. Staff has put forth a draft ordinance that allows large increases to the amount of building permitted on a site and removes or loosens all the above restrictions. To explore the solutions further, I recommend a pilot project in willing neighborhoods with willing homeowner/builders to follow this process and find out the impacts and results. This would allow vocal supporters to pioneer some new concepts. Results of the pilot study would

be available to share elsewhere in the city. Boulder has diverse neighborhoods and a one size fits all ADU ordinance with these significant changes could create damage to the character of various neighborhoods. The program should be tailored to the characteristics of the various neighborhoods so that the ADUs will be a valued addition to each area.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I grew up in a modest house with open space around it and have lived in modest tract houses since. I have, at various times, rented an apartment, a duplex and a house; also owned a house, and shared it with a roommate. I have lived with a family and alone. I value stable neighborhoods where the zoning laws are established at the purchase of a property and stay that way while I own or occupy the property. At considerable personal sacrifice, I have managed to keep my house and garden. In Boulder I love our open views and access to sunlight, our quiet dark nights, and peaceful neighborhood. I also respect and support others' choices to live in different configurations and lifestyles, but not while disregarding and disrespecting the rights of current residents and owners.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Many small actions can add up: allow some co-ops (though with reduced number of residents), allow some ADU's where they fit in well, build more modest-cost but well-planned senior apartments to encourage seniors to downsize and free up their homes, encourage CU to house more students and staff, update existing modest apartments, increase the commercial development fees for housing, and require on-site construction of affordable units.. I feel the city needs to pursue building affordable housing in Area II land, and to modify zoning on some current industrial property to increase residentially zoned land to meet the needs for housing. And, to address the root cause, decrease the jobs to housing ratio where possible to remove the pressure on the housing stock.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; Leoquill@gmail.com](mailto:Leatherwood.Heidi@leoquill@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, February 9, 2018 2:39:11 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

Name: Leora Frankel

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BoulderCO80304

United States

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Mobile Phone: (303) 304-0516

Work Phone:

Email: Leoquill@gmail.com

Occupation: Business Owner

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

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

General experience: served as a board member of a private school for about four years; currently serving as a member of Boulder High's Instrumental Music Parents Association (3rd year) in capacity of publicity officer and fundraiser; currently serving on an impromptu committee for Our Revolution, Boulder, to research 2018 political candidates. I also briefly organized a committee (with a neighbor) to evaluate the problem of rising property taxes in the hope of helping struggling neighbors in Boulder. I have been active in the Boulder Neighborhood Alliance and understand the frustrations of residents of a number of neighborhoods in this city.

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

This is a new advisory board. Over the past two years, I have educated myself about housing challenges in Boulder, discussing ideas with former Planning Board member Leonard May, for one.

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 that following procedures as closely as possible minimizes conflict. Making sure that there is a quorum; that notes are taken and submitted; that votes are recorded; that bylaws are followed -- all of these procedures help prevent conflict. Once conflict arises, it's best to refer to the bylaws. On boards, I've seen that disagreements can sometimes be resolved through compromise. Essentially both sides influence the outcome, and neither ends up being entirely happy. This is, in fact, a good result.

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 conflicts of interest.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I would like to serve on the Housing Advisory Board in order to prevent a continuation of the policies and outcomes of the 2015-2017 period. The composition of this board will determine whether its policies are in favor of rapid private development, which ostensibly would increase affordability (but fails in cities like Boulder), or in favor of more considered, balanced growth and creative solutions for affordability. Ultimately it is up to City Council to chart a course. I am not entirely convinced that this board is intended to provide a voice for the many frustrated ("average") residents of Boulder.

6. What should this new advisory board's top three priorities be and why have you chosen them?

The Housing Advisory Board's top priorities should be:

1. Represent the current residents of Boulder who were shut out during 2015-2017
2. Advise City Council on an array of affordable housing solutions (private; public; private-public) for lower income groups
3. Advise City Council on an array of affordable housing solutions (private; public; private-public) for middle income groups

I personally do not see how diversity can be engineered on a city level, though it could (and probably should) be a criterion for priority in affordable housing.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

1. I would recommend raising linkage fees.
2. I would like to research the option of (city, and later, county) property tax rebates tied to income level and value of the structure, as opposed to the land.
3. I would recommend reducing the FAR for McMansions, preserving a relatively attainable housing option that is quickly disappearing.
4. I would recommend revisiting the occupancy limit on a per NEIGHBORHOOD basis, dependent on buy-in by those neighborhoods.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have been fortunate enough to be able to afford housing throughout my adult life. I have four children and have spent significant time worrying about their futures (how to avoid student loans; how to eventually buy homes). I know the world we live in.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

I am of the view that the environment needs to be taken into account in any discussion about development. I am also of the view that the commuter problem is central to an understanding of what is happening in our city. Any attempt to frame the discussion as one purely about construction misses the point. This question already makes assumptions about the solutions. I would advocate for affordable housing in what is currently an industrial zone. Additionally I would recommend different housing types for different neighborhoods -- and greater neighborhood representation and involvement.

NOTE: If my views are not in line with what City Council is looking for, there is no need to invite me for an interview. Thanks!

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); amy@Gahran.com
Subject: Housing Advisory Board Application
Date: Saturday, February 3, 2018 6:02:20 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

Name: Amy Gahran

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#211
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United States

Home Phone:

Mobile Phone: (303) 554-5550

Work Phone:

Email: amy@Gahran.com

Occupation: writer, editor, publisher

Place of Employment / Retired: Self employed

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?

I bought my condo (Iris Hollow Condos) through Boulder's permanently affordable housing program in 2014. I'm currently 51, single, and my intention has been to age in place in the city I love.

High HOA dues, a very scary 2017 reserve study, and indications of lax property management led me to join my HOA board in 2017. I've taken on a leadership role in addressing long-deferred critical maintenance and repairs in this small community which includes several permanently affordable units. I'm trying to preserve and strengthen this community so I can continue to age in place.

I'm a journalist with decades of experience covering energy and business. I'm not afraid of a learning curve. I'm good at gathering and analyzing data and perspectives. And I'm dedicated to keeping my home long term, despite my very modest income.

I was a founding member of the Society of Environmental Journalists and worked with that group for many years.

I've also been an organizer for local and online communities dealing with topics of personal interest to me

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

This is a new board, so no prior experience with it.

I purchased my home through Boulder's permanently affordable housing program in 2014, and was impressed with the education and services it offers. I wish it could offer more support and education to homeowners post-purchase, especially to help people stay in the homes they have struggled to buy.

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

As an HOA board member, I've had to engage community, provide leadership and build consensus in a condo community that, frankly, has grown despondent and resigned in the face of years of inadequate management. By making initial progress on key, visible issues and by improving community communications, things are starting to turn around.

I've worked with many different kinds of communities. Always, my strengths have been defining issues and goals, and finding and evaluating options. When people can agree on what the issues & goals are, and when they have good options to consider, cooperation starts to take over from conflict.

That means: no one gets everything they want. But most of them can get enough of what they need to stay engaged and invested in the community.

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

None that I know of.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I believe people of modest means have much to contribute to Boulder. We should be able to live here, long term.

I'm especially concerned about making Boulder a viable city where residents can age in place, without being displaced from their support networks by ever-increasing rents or HOA dues.

I want to make it easier for people in Boulder to understand local housing issues, resources and options, so they can advocate more effectively on their own behalf. Especially people who are median-low income, single, and/or aging. Too often, people in these demographics are priced out of living in Boulder -- to the detriment of our city.

I've chosen, for more than a decade, not to own a car. This is a viable choice in Boulder, but not in many other places where I'd care to live. I know many other car-free people here, and most of us are concerned that we might need to move to user-friendly places if we get priced out of Boulder.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Condo communities: a mostly overlooked option for increasing home ownership opportunities, but with challenges for long-term affordability and good governance.
2. Affordable rental housing: apartments, townhouses and single-family homes.

3. Aging in place. That hasn't been a big part of the local housing conversation, and it should be. This affects every Boulder resident, eventually.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The Permanently Affordable Housing program should be expanded to support conversion of apartment communities to owner-occupied condo communities, with guidance and resources for good governance and financial/property management.

Currently, people in that program learn a lot about how to buy a home, but little about how to keep it.

Frankly, the current program treats affordable housing units like stepping stones, expecting that most program participants will sell their affordable housing in a few years. Market conditions in Boulder means we need to keep these homes, and keep them affordable, if we wish to stay in Boulder. We need to get more housing stock into this or other permanently affordable housing programs, to help people not just buy in Boulder, but to live here long term.

8. How have your past and current housing situations affected your life and perspective on housing issues?

In my 30s, during the housing boom of the late 1990s, my then-spouse and I bought more house than we could afford and ended up in crippling debt when the dot com crash happened. We struggled to keep our home, and even though we sold it 12 years later for nearly a third more than the price we paid for it, the proceeds did little more than cover our debt.

I've been single ever since and prefer not to marry or live with any partner. That is exceedingly hard for a person of modest means to do in Boulder. I feel very personally financially vulnerable due to housing costs here. I suck at feeling helpless. It's in my nature to step up.

I was immensely grateful to have the opportunity to buy in Boulder through the city's program; and I'm dismayed by the possibility that if I can't help my current community become better managed and in good repair, my life plan for my remaining decades will be moot.

I don't want to start over somewhere else. I love this city. I'm willing to work to make it feasible to remain here as I age.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

As I mentioned above: support the creation of condo communities that are well governed and affordable. Make it possible for more people of various means to buy in Boulder, and stay here.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; silexis@hotmail.com](mailto:silexis@hotmail.com)
Subject: Housing Advisory Board Application
Date: Friday, February 16, 2018 3:28:23 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

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Mobile Phone: (303) 507-6722

Work Phone: (303) 494-2111

Email: silexis@hotmail.com

Occupation: Self employed

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Apr 1979

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?

During my almost 40 years as a Boulder resident, I have spent about equal time as a renter and as a homeowner. I was a student at CU in the 1980's. My income is currently such that I would probably also qualify for the City's affordable housing programs.

I owned and operated a residential construction/remodeling company for 20 years, so I am familiar with zoning, permitting, engineering, budgeting, project management, employee needs, and housing.

I attended many of the Boulder City Council candidate pre-election meetings and heard many of the concerns of those attending.

Recently, I have been volunteering hundreds of hours in Colorado sailing community working among the various clubs and organizations to promote Jr. Sailing and Racing as the Race Committee Chairman of the Eboard of Carter Lake Sailing Club. My partner and I were key in bringing National level competitions and training clinics to Colorado.

I might be one of the few people applying that doesn't have some kind of advanced degree or agenda and is from a working class background. One of the problems I suspect that the city may have is that everyone on the staff is too much the same (a lack of ideological diversity)

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

I was on the Design Advisory Committee (?) for Boulder Housing Partners' Mt. Calvary proposal in South Boulder, where BHP sought input from the neighbors.

I suspect that some of my past employees and friends might be/have benefited from the Affordable Housing Programs.

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

At times, discussions at the Mt. Calvary design group would get rather heated as some members of the neighborhoods became extremely unhappy with how things were progressing and would launch an attacking sidetrack. I tried to defuse the situation by refocusing the group on the primary discussion topic and bring the level of discussion back to a non-hostile state. Post meetings, I would try to chat with the wound-up people regarding their concerns.

On the Carter Lake Sailing Club eboard, there was always a lot of resistance from many of the eboard members to any sort of change or something new. When proposing something I thought would benefit the club or community, I would try to view the issue from the perspective of those that were likely to disapprove and prepare arguments or a presentation that addressed their concerns before they would dig in their heels in opposition.

Basically, I try to understand an opposing viewpoint, respect it, see if my viewpoint needs adjusting and try to craft a calm resolution of the issue.

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

As I no longer do construction in the City of Boulder, I don't expect to have any conflicts of interest.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

To be honest, it is not the realization of my lifelong dream to serve on the Housing Advisory Board, but more a sense of civic duty and a love of Boulder that I am applying. As evident from the recent city elections, many of the citizens feel that the city has been going in the wrong direction for some time and needs a change from business as usual. When discussing how governments get off track with some neighbors, the common thought was that many of those that enter government either have a zealous well-meaning narrow agenda or a profit-oriented agenda. Ordinary, working citizens don't have the time or energy to get involved. As a result of the lack of input from ordinary citizens, a government's path becomes skewed. Average middle-of-the-road citizen input adds much-needed diversity at time when policy seems to be dictated by those with Urban Planning degrees from UCLA or developers. I think I would bring a rational unbiased citizen input to the board.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1) Increased meaningful and binding citizen input to projects in their neighborhood. The election results support this idea. My involvement with the Mt. Calvary project and speaking with others confirms the importance of this priority. Ultimately, the function of the City should be to maintain, support and improve the quality of life of its existing citizens. It is also the duty of the City to look to the future and try to anticipate what needs to be done to ensure that quality of life is a lasting virtue of Boulder.

2) Work to facilitate the availability of affordable housing for current Boulder residents, while simultaneously ensuring that "affordable housing" is just not used simply as a tag to get rezoning and development approved.

There is obviously a need for affordable housing in this city. Ideally, people that would bring something positive to the community but can't otherwise afford to live here would be enabled to live here and contribute to our community.

3) Make an effort to simplify, streamline, and "ground" many of the processes surrounding housing.

While it is always good to brainstorm, there seems to be a fountain of ideas that are constantly presented to the public. The average working citizen doesn't have time/energy to educate themselves on the proposals and the City's surveys are occasionally a bit slanted toward an agenda.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

In my neighborhood and many others, marginally increased density through ADU's, Co-ops, Carriage houses etc make sense.

Many homeowners specifically sought out houses in low density, owner occupied neighborhoods to avoid problems of congestion, lack of parking, poorly maintained houses and yards, and excessive noise. The neighbors paid dearly for their existing quality of life and are reluctant to accept increased density with a possible degradation of their neighborhood. Ideally, increasing density would create no change to the neighborhood.

Helping neighborhoods create HOA's might help in that ADU's and Co-ops etc could then be issued limited time permits that would be approved by the HOA's and could also be revoked or not renewed by the HOA's if terms were violated. Something like this might make neighborhoods feel that they have some control over potential problems created by increased density and thus more accepting. Those that benefit from the increased density would be more motivated to fit in with the rest of the neighborhood.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have lived in many areas of Boulder.

As a student and young working person, I rented in Martin Acres, the Chautauqua/Hill area, Wonderland, Table Mesa and Central Boulder.

As a young person with less than a median income, and a desire to own a house, I was frustrated by essentially paying off a landlord's mortgage while unable to get a home loan myself. Owning a home is the primary way to ensure oneself affordable housing in the future. Rents will always increase.

I would have loved it if there were some kind of affordable ownership program when I was in my 20's and 30's.

I was finally able to buy a house (while working 60-80 hours a week) about 20 years ago. I chose my neighborhood because it was the best that I could afford and had a "good feeling" to it.

My neighborhood has several rentals in it. A rental across the street from my house was problematic, the yard was dirt and weeds, the house was run down and occasionally tenants would have late parties with litter strewn about. I finally contacted the landlord and explained to him that the neighbors didn't really care how many renters lived in his house, but that this was not a renter trashed neighborhood and that if he wanted to maintain good relationships with the neighbors, he needed to improve his property. To his credit he did. The neighbors are now happy. This all goes back to people just want their home to be a bit of a sanctuary where they can relax and feel safe. If the City can help create and maintain citizen happiness, what can be better than that?

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Currently, it seems that rezoning for higher density is a right when it should be a privilege. Unless the request for rezoning improves the neighborhood, it should be difficult to achieve. Requiring a some kind of a concept sign off by neighbors as a preliminary step would save both developers and neighbors a huge amount of wasted time and money and encourage cooperation between developers and neighbors. I suspect neighborhoods will be more receptive to accepting affordable housing or increased if it is on their terms. I wouldn't care if every house in my neighborhood had 2 adu's if my life quality remained the same. The fastest way to increase number of affordable housing units is, of course, to build huge high rise apartment complexes. Unfortunately, I suspect that this will meet with resistance from citizens in light of the traffic congestion problems we already have. As a city, we should consider fixing traffic problems, then people may be more receptive to increasing density. Perhaps it might be wise, although not immediately gratifying, to take a long term view on housing. Rather than developing every last piece of property now, consider leaving some for the future generations to develop. Humans have a relatively short existence compared to the lifespan of the city. The citizens of the future may appreciate it if they are left with some options to develop as they see fit.

In summary, housing needs to be viewed in the context of Boulder's current citizens as well as it's future citizens. We should not rush to develop without considering other impacts of that development. Boulder has a legacy of foresight, starting with the concept of Open Space. The citizens of the past with foresight helped make this city a desirable place to live. Our present day actions need to keep this theme intact. The pace of change should be on a human scaled timeline rather than on an agenda's timeline.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; steph@stephanieheacox.com](mailto:steph@stephanieheacox.com)
Subject: Housing Advisory Board Application
Date: Wednesday, February 7, 2018 1:59:25 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

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The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 1777 Broadway.

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

Name: Stephanie Heacox

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Mobile Phone: (917) 797-0719

Work Phone:

Email: steph@stephanieheacox.com

Occupation: Founder and Executive Director

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. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

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. I was also a resident of a cohousing community, and have been a weekly kitchen lead at the Boulder Shelter for over 5 years. I hope to bring creativity and vast experience in the intelligent application of technology (my professional background) to bear on this vital issue.

6. What should this new advisory board's top three priorities be and why have you chosen them?

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

2. Clearly, we also need to address our homeless population - I have served breakfast at the Boulder Shelter almost every Monday for the last 5 years. I try to follow the various programs Boulder employs to address homelessness, and I am looking closely at the Housing First concept.

3. Diversity. I moved to Boulder after living in Eastern cities for over 30 years (23 in NYC), and as much as I love it here, the lack of diversity kind of smacks you in the face. I know this is a tough nut to crack, and one over which we may not have a tremendous amount of control, but I think we need to look seriously and creatively of ways to increase racial and economic diversity.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I really like the idea of Housing First, and think it shows real promise as a solution for homelessness. However, 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 about whether funding for Housing First reduces funding for other affordable housing programs that prevent homelessness in the first place. 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.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I grew up in the working class Midwest, with a orientation to strong community and home ownership. I bought my first house when I was 26. I spent my college years and most of my adult life on the East Coast, living in densely populated urban areas, owning a condo and serving on its HOA board. I moved to Boulder (very happily) 7 years ago and joined a cohousing community. I also bought a condo here and joined the HOA Board. Two years ago, inspired by my aging mother's housing situation, I founded a nonprofit to address the issue of affordable housing for seniors (seniorhomeshares.com). I have a very broad and creative view of housing possibilities, with a focus on housing availability and community supports.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

I cited several ways in which Boulder's housing density could be creatively increased in a previous answer. I would also like to see Boulder reconsider its ordinance regarding the number of unrelated persons that can occupy a residence, regardless of size. I strongly believe that the City should make an exception for group housing, particularly where seniors are concerned. A senior who wants to share the 4 bedroom home they have lived in for 40 years should be allow to do that, and not be lumped together with the college students on the Hill who are the real motivators of the "related persons" ordinance. There are many types of intentional community that can play a role in providing affordable housing alternatives without disruption of existing neighborhoods.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); steven.hlavac@colorado.edu
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 4:07:44 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

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

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Work Phone: (303) 929-1805

Email: steven.hlavac@colorado.edu

Occupation: Student

Place of Employment / Retired: CU Boulder

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2014

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 senior studying sociology and earning a social innovations certificate through CU Boulder. My education at CU Boulder taught me about structural and ideological deficiencies within our society. My experience as a teaching assistant and coach with Public Achievement at CU has fostered my love of community engagement. In this program we help facilitate projects that democratic groups of students at most levels of primary and secondary education. I volunteered on the Politics & Media Committee with the Conference on World Affairs [CWA] for the past four years, helped the initiatory year of People and the Planet theme along with co-creating 'Hometown Conversations' - in which both national and local experts speak on the topic of issues happening across the nation. Volunteering with CWA during peak periods included many meetings each week, often including interactions across lines of difference. I volunteered as a backcountry ranger intern at Rocky Mountain National Park. The social innovations certificate I am earning through CU Boulder can also attest to my pragmatism and problem-solving skills. Writing for the Arts & Sciences Magazine on campus has developed my use of the English language, along with interpersonal skills. Working as an independent contractor for Goose Creek Community Land Trust allowed me to understand many of the cities initiatives, including the Boulder Energy Challenge, and Carbon Neutral initiatives.

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

I have no experiences with this board, but it is also new. Renting for the previous two years from Sterling University Peaks, and Boulder Property Management gives me unparalleled insights. I've worked as an independent contractor to understand housing and innovative practices involved with it, and educate myself on the topic when possible.

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

Seemingly out of nowhere in an organization I was involved with, there was a conflict that arose about how members handled themselves in the sphere of the press and communication. After this confrontation, a man who I never met came to speak his grievances in a mediated

setting with members of the organization present and group norms established before substantive conversation. He talked about his viewpoints, background, and why he had them, and those who disagreed also did the same. No targeted remarks were made and people were open with one another. I believe this was a great way for people to work through the age of misinformation and find a common ground in which they could each continue to operate. After, both sides talked about other topics in a reasonable fashion. This was the best facilitated conflict mediation I ever was a part of.

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

I worked as an independent contractor for Goose Creek Community Land Trust, but I did so to understand the housing landscape. I am a student who has experienced countless problems with rental agencies within Boulder. I volunteered for Eric Budd's campaign and Open Boulder this past election.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

As an active citizen, I hope to contribute to my community in the ways I see most positive. Engaging the community and gaining insights is where I find a sense of self. After experiencing renting in Boulder for over two years, volunteering with The Housing Advisory Board can advert future generations of students.

I hope to make boulder an accessible place to live. Justice with renting needs to defend individual liberties. Residential High Zones need to include a racial diversity quota. Curbing environmental degradation undertones my actions, and I hope that a push toward ecological sustainability can be done through this outlet.

Housing is at the crux of social justice and environmental sustainability and I really see a large potential impact from my involvement.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Grassroots engagement

a. There are many topics interrelated with this board and others.

i. It will take connecting with the community to understand what unseen issues they may be facing.

ii. Education

iii. Transportation

1. The local and regional 'public' transportation system is inefficient and economically inviable.

2. Parking lots can be used as residential space.

3. Encouragement and fast tracking of reliable ADU's for mixed income affordable housing for owners.

- a. At the current rate, there will be no affordable (under 150% AMI) units on market by 2021 predicted by Boulder Housing Partners.
- b. AMI is becoming an inadequate measure of affordability
- c. Aim for 200 units in two years.
- d. Racial Quotas included in MZH and RH zones.
- 4. Address various bureaucratic inequities from a renter perspective
 - a. Although maximum occupancy is 4 people per unit, and leases are signed separately, somebody in a 10 person house can be joint and severely liable for anybody else in that house, not just the three respective roommates.
 - i. This means they can be charged fees from any of those other people.
 - ii. Rental companies will not account for the house.
 - b. Security deposits, when not on individual leases, come in a lump sum which is nearly impossible to claim.
 - c. Innovating within a neighborhood is not a very accessible opportunity to renters or owners.

7. Select one of the City of Boulder’s housing initiatives and make a recommendation for improvement.

ADU Update/reform. I think this was needed because I see ADUs as a short-term solution for both owners and renters. I believe ADU’s should expand to building on top of buildings which already exist or in parking lots. The Basemar shopping center and 29th street mall could easily add housing on top of its existing businesses, or reutilize their parking lots for housing. Improved free communication on what people can and cannot do is very important when talking about citizens taking action.

8. How have your past and current housing situations affected your life and perspective on housing issues?

My current housing situation shows me the way renting can be non-exploitative. Having a small LLC own your house is much different from large property management companies. There are community events on north street and a sense of community. When I lived east of campus and on the hill, I never had that feeling. Sterling University Peaks created an unreasonable living situation by starting construction seemingly out of nowhere. After this, I moved into a 10 person house on the Hill [930 14th Street] where I finally realized that the renting situation in Boulder needs to be improved. This helped provoke the creation of the Conference on World Affairs’ ‘Hometown Conversations’. The hope was that the panel, with both local and national experts, would inspire action. After learning about environmental justice, and living in a community which is organizing itself, I realize that action has to happen through the government as well. My views on housing are still being shaped; however, I realize that the only viable way of creating change is involving stakeholders.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

The city will have to work across many boundaries in order to accelerate creation of diverse housing types. Studios for artists to work within are diminishing, students have trouble affording rent, and many (if not majority) of workers are pushed to surrounding communities. I believe that rethinking zoning policy can provide a pipeline in which this can be accomplished. The addition of ADU's on lots should be allowed and fast-tracked if deemed reasonable. Code needs to be reviewed, and our community needs a quota to increase racial diversity. A land value tax can be used along main roads as well to densify housing near public transit and increase total units to rent within the city.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; jajuilland@gmail.com](mailto:jajuilland@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 4:08:14 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

Name: Jacques Juilland

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Mobile Phone: (303) 330-3227

Work Phone:

Email: jajuilland@gmail.com

Occupation: Architect/Builder

Place of Employment / Retired: Self

Do you reside within Boulder City limits?: Yes

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

Education – BA in Environmental Biology – CU Boulder 1991
- Teaching Certificate Program-Social and Multi-Cultural Foundations of Education– CU Boulder 1998

Professional Background:

Environmental Consulting - Wide ranging experience with regulatory codes and agencies at Federal, State, County level. Previous career in Environmental Consulting required engagement with intergovernmental agencies (DRCOG, DOE, DOD). Work often required engagement with working groups comprised of representatives from multiple agencies/contractors.

Outdoor Education – Wilderness Educator and Guide working with diverse groups ranging from youth programs to professional development programs.

Teacher – Secondary Sciences (MS & HS)

Architecture and Construction – My interests in Architectural Design and Urban Planning has led me to my current career as a Design/Build professional focused on Residential Single Family homes.

Engagement with the City of Boulder Planning and Development Services in permitting process.

Presentation of variance request to BOZA.

Extensive international experience has provided me with interest, insight, and experience with other cultures efforts in urban planning/housing.

Resident of Boulder since 1982. My time in Boulder has involved living as a student, renter, homeowner and landlord.

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

My engagement with Planning and Development Services has exposed me to many of the

codes and regulatory structures governing housing in Boulder County.

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

My previous professional experiences have required group interaction and consensus building. Although my time in Experiential Education and also teaching provided almost daily experience with managing group dynamic and creating collaborative work environments, the most intense and complex experience came during my time as an environmental consultant. Specifically in the management and oversight of a contract to investigate and analyze risk levels for the decommissioning of structures within the now defunct Charleston Naval Station. This work required finding consensus among various stakeholders

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

I believe the only potential perception surrounding conflict of interest would come in respect to my work as an Architect and General Contractor. Any potential or perceived conflicts should be expressed to the Board, and if necessary, the Board Member should recuse themselves from voting on the matter. As with members of the Council, Board members would abide by the guidelines in Chapter 2-7 of the Boulder Revised Code of 1981.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

My desire to serve on the Housing Advisory Board reflects my hope to see Boulder create a housing condition which provides for the needs of all our community's members. I hope to support Council through:

- Defining the needs of the community as regards housing.
- Engaging with improving the balance between housing and jobs.
- Ensuring that housing and transportation are effectively linked and forward-looking.
- Finding progressive and innovative solutions to Boulder's housing needs which will hopefully strike a balance between the Boulder of yesterday, today, and tomorrow.
- Maintaining a focus on family friendly housing.

6. What should this new advisory board's top three priorities be and why have you chosen them?

- 1) determining the overall need for housing in Boulder such that all members of our community can find a place to live.
- 2) review and support the implementation of "pilot program" solutions that will provide further affordable housing
- 3) work on finding solutions to "maintain the middle" of Boulder's

housing supply.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The linkage fee, initiated in 2009 and currently up for revision is an initiative that is on of the most important points of engagement for a successful housing strategy. When combined with proper zoning adjustments an increased linkage fee can support a shift in the overall development aspect of the jobs-housing balance while simultaneously providing increased funding for other initiatives addressing housing accessibility.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I arrived in Boulder in 1982 as a student at the University of Colorado. My initial years here included dormitory living, rental housing (\$90/mo!) on the hill and other neighborhoods, and eventual ownership of my first home in Boulder.

I recognize the difficulties that exist for lower income residents in acquiring housing within the City and then managing those costs in concert with other life expenses. I also have experienced both living as a renter adjacent to homeowners, as a homeowner next to renters, and at times as a landlord or homeowner offering rental rooms to others.

I have lived in many of the neighborhoods in town...south in Martin Acres, east on Valmont, up on the Hill, in Newlands, and within blocks of Pearl Street. This diversity gives me a broad view and understanding of many issues which concern renters and owners alike; including noise, parking, traffic, and neighborhood feel.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Ideas I feel are worth considering in an effort to accelerate a diversity of housing types an affordability:

- 1) Continue with modification and expansion of the Inclusionary Housing Program.
- 2) Work to identify and acquire where practicable properties within the City which will provide an opportunity to create focused developments that will increase housing availability and affordability (BCH and Hogan/Pancost as examples). I believe it is important that the City be proactive in managing properties that offer an opportunity to impact housing development.
- 3) Implement an increase in saturation for ADU's and OAU's.
- 4) Work with the University of Colorado to increase the provision of housing/beds for University students and employees. This would potentially decrease the pressure that student populations and rental investors have put on some of our more affordable neighborhoods.
- 5) Work to maintain and potentially acquire Mobile Home Developments in order to support

the cohesion and continuation of those communities.

6) Allow for a pilot program which will ease permitting and development of innovative projects of a limited scope which help explore new development concepts feasibility and effectiveness.

7) Consider the provision of development fee waivers for affordable housing development.

8) Look at re-zoning commercial/light industrial property in order to provide increased opportunity for residential development.

9) Interface with the TAB to determine what changes are likely in our transportation future and explore how those changes will impact our decisions on development strategy and planning as relates to housing.

10) Revisit the allowance of 'alley houses' in appropriate areas of the City.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; jim@whdc.com](mailto:jim@whdc.com)
Subject: Housing Advisory Board Application
Date: Sunday, February 25, 2018 8:38:21 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

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Work Phone: (303) 449-3232 ext. 202

Email: jim@whdc.com

Occupation: Homebuilder/Developer

Place of Employment / Retired: Wonderlan Hill Development Co.

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jun 1957

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 in Architectural Engineering, Business and Construction Engineering, 50+ years experience as as a home builder and developer in Boulder. I have served on the City Parks & Recreation Board. I have designed, and built several affordable housing developments and units in the City of Boulder and in partnership with the Boulder Housing Authority.

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

I attended an initial input secession for the proposed Housing Board.

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

The planned developments of Wonderland Hill and Washington Village and others involved significant challenges and disagreements with neighborhood groups. I have developed cohousing communities for the past 25 years and lived in a community for the past ten years where I have experienced and participated in numerous processes to overcome conflict and reach consensus.

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

I am not planning to lead any further development projects in Boulder. I have a bias towards community based solutions.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

My primary interest is to be able to apply my knowledge and skills to the advancement of

creative and reasonably harmonious solutions to Boulder's housing affordability challenges.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. taking a creative and critical look at Boulders current affordable housing polices and programs.
2. balancing neighborhood needs with creative affordable housing solutions to create win-win solutions that result in more resilient and live able neighborhoods and communities.
3. creatively examine housing and mixed use development proposals and opportunities in the light of generating greater and more diverse housing opportunities.

I chose these three because I am most interested in promoting creative community based solutions that will be ultimately judged to be successful and beneficial to all parties involved.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I believe that Boulders current affordable housing policies with some revision and greater flexibility could generate creative housing solutions in new developments that would enable the production of a wider range of housing options. This would involve taking a deeper look at development economics as well as political implications.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have lived in rental housing, single family detached homes and cohousing in Boulder. I feel that neighborhood community and good design are essential ingredients in successful housing and neighborhoods.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Boulder has been a fairly typical American suburban low density, mostly single family housed community. It more recently has been becoming more urbanized and dense at the expense of some community unrest. Finding ways and opportunities to minimize or control the unrest while creating the diverse and denser housing opportunities Boulder needs to be sustainable is critical. Understanding and working with creative development solutions will be important.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; 4bslee@gmail.com](mailto:4bslee@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, February 2, 2018 11:43:09 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 1777 Broadway.

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

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Work Phone: (303) 443-7995

Email: 4bslee@gmail.com

Occupation: Educator

Place of Employment / Retired: Van Education Center

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Feb 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 have an MBA in Finance and a BBA in Business Administration. I have been a commercial real estate appraiser in Boulder for 30 years and a real estate educator for 20 years. I have served on and chaired other non-profit committees and boards. Currently, I'm the President of the Boulder Valley Rotary Community Foundation and I am President of our property owners association.

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

I have been involved in appraising several multi-family housing projects which included Low Income Housing Tax Credit financing, Section 8 vouchers, and bond financing. Additionally, I have been involved in appraising income restricted for sale housing projects in Boulder. In the 1990's I was involved with building entry-level housing in Estes Park.

Although I am a realtor, I have never sold real estate for a living. Instead I educate people who would like to get a real estate license or maintain a current real estate license.

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

As President of our property owners association, there was an issue regarding proper disposal of trash and recycling material. Trash was perceived to be visible and smelly all of the time. All stakeholders were consulted and a policy that worked for everyone was identified and implemented. Trash is no longer an issue.

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

I am unaware of any conflicts of interest if I were to serve on this board.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

Boulder is becoming an increasingly more expensive place to live. Many people who work in Boulder cannot afford to live in Boulder. Over time, Boulder citizens are becoming more homogenous with less diversity than I would like to see. I would like to see a long-term plan that provides more low and medium priced housing alternatives to reverse the current trends.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Identify and propose the potential for more diversity associated with housing options. With more diverse options there is a possibility that cost of housing could be controlled.
2. Review Boulder's land available for residential development and identify how to maximize the use of this land with affordability as a guiding objective.
3. Research best practices of similar size communities dealing with long term housing issues.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The inclusionary zoning opt-out payments are not resulting in replacement units elsewhere in the community. The opt-out payments need to be increased or consider eliminating them completely. The current program isn't working.

8. How have your past and current housing situations affected your life and perspective on housing issues?

When we bought our house we had a school teacher who lived next door. She had to move to Longmont because it was becoming too expensive to live in Boulder. By way of contrast, the most recent home purchaser in our neighborhood works at Google. I don't think that it is our communities best interest that many of our children's' teachers level outside of our community.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Define the types of diversity that are possible and explore what incentives might be available to encourage the private home building sector to play a larger role. Another area that has been successful for first time home buyers is for the City to issue double tax exempt bonds, the proceeds of which are used to provide below-market financing.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; ja.martin@colorado.edu](mailto:ja.martin@colorado.edu)
Subject: Housing Advisory Board Application
Date: Friday, February 9, 2018 9:07:57 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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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:

Email: ja.martin@colorado.edu

Occupation: Boulder Trustee for all foreclosures

Place of Employment / Retired: Boulder County Public Trustee (appt. by Governor)

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1961

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?

Past builder/developer Class - (former B license)
Colorado Independent Real Estate Broker
Inactive Colorado Attorney
Regent University of Colorado 12 years
I am a raconteur, like a soup du jour, French motorcycle driver

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

No, with this Board, since it has never existed before.

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

Debating the merits of meeting our housing needs but conforming to local land use policies for the different cities for the University System: Boulder - Denver - Colorado Springs I seek win-win solutions. I seek to understand before I am understood. I like to frame the macro issues. Promoting openness and transparency with all the stakeholders. Persistence, passion with civility

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

I think too much and am very concerned about how I spend my time.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

Housing is one of the most challenging and urgent issues facing the city, region and state.

Housing is a need not a want, therefore it borders on being a fundamental right. (not necessarily living within the Boulder city limits though) Attempt to articulate an advisory opinion that will reflect all stakeholders: community, boards/commissions, different bodies of the divisions of housing(AHTRG,CDAC,HC ,Planning Board, HSB. Advocate for the future direction for STRs, ADUs, OAUS, and CHUs (Whom that is a lost of acronyms)

6. What should this new advisory board's top three priorities be and why have you chosen them?

* Better Integration of all of our current boards commissions, ordinances, to best reflect where the City Boulder is right now.

*Advocate for a better jobs/housing balance (a sine qua non for accomplish and progress with housing)

*Working with CU Boulder to better insure they are committed to their housing goals, particularly married student housing

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Co-op ordinance needs further simplification which I see has begun. We need the more direct neighbors involvement. One broad policy for the entire city will not work. Much like an HOA this needs to unfold out of neighborhood approvals within certain limits.

8. How have your past and current housing situations affected your life and perspective on housing issues?

Boulder will always be more expensive place to live than many of the areas of the this county, region or state. We will never have enough housing supply to keep up with demand. (Chief Niwot spoke some prescient words many years ago) We have an imbalance between housing and job creation. No longer can most middle class families, teachers, professors, firemen, police, racially diverse people live here

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Reexamine the costs being collected of the linkage fees

Rezoning some of the east Boulder industrial area and other parts of the city

Looking for better and new funding of future affordable projects

Preserving more of the exiting housing/apartments

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); [May, Leonard](#)
Subject: Housing Advisory Board Application
Date: Tuesday, February 27, 2018 9:48:06 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

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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: lomay@may-yin-architecture.com

Occupation: Architect

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jan 1999

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 retired architect and planner with extensive experience in affordable housing, both in policy aspects locally, and in policy formulation and implementation internationally. I have worked in community development addressing needs of underserved communities in Lilongwe, Malawi, multiple municipalities in post tsunami Sri Lanka and multiple municipalities in in post earthquake Haiti. I worked on democracy development, civil society development in post war Bosnia, Kosovo and Macedonia, for the State Department, Council of Europe and OSCE.

I have served on the Landmarks Board, Planning Board, PLAN-Boulder County Board, Historic Boulder Board. Additionally, I have worked on the Comp Plan Update Process Committee, and The Middle Income Housing Strategy Working Group.

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

NA – see response to question 5

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

I spent 2 years working in post war Bosnia, with Croatian, Serbian and Bosnian officials, political parties and citizen groups to effect return of ethnically cleansed populations to their prewar homes and to effect their political representation in local government. While it is difficult to state that disagreements were resolved, they were mitigated to the extent that some people were able to return and some political representation was achieved. Techniques that were most effective were to establish trust and mechanisms where grievances could be aired and to identify areas of commonality, either in grievances or aspirations, and to not enable differences to derail progress in areas of agreement. A specific outcome achieved was negotiating agreements for elected representatives from ethnically cleansed populations to take their seats on city councils in their prewar home municipalities with commitments for safe passage to meetings from the entrenched dominant ethnic groups. A primary tool to get these agreements was a combination of incentives such as conditional economic aid to rebuild local

economies along with the fostering of civil society groups to, independently from leadership structures, forge their own agendas, establish trade links across the partitioned ethnic territories and to lobby leadership structures to support those efforts.

This same approach can be applied to Boulder affordable housing progress. Incentives to create affordability, neighborhoods having a seat at the table in formulating solutions, identification of common benefits to be achieved and proceeding on the basis of the points of agreement. Everyone gets something, maybe not everything they want, but zero sum outcomes are avoided.

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

I have no conflicts or potential conflicts of interest. Actions championed by this Board would not result in any financial gain or loss on my part.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

My application to the Board is the culmination of many years of engaging with the affordable housing through my work on the Planning Board and as a citizen activist. Affordable housing was a main aspect of my 2015 city council campaign. I co-wrote the PLAN-Boulder County Affordable Housing Whitepaper as well as the Back Porch Group Whitepaper. Both of these policy papers sought to find common ground approaches that could gain widespread community support without becoming bogged down with points of disagreement.

There is significant potential for Boulder to take steps to preserve a low-middle income household presence in this community and to do it economically while interest rates remain relatively low. However, the demographic shift underway in Boulder, the changing cost of money and changed Washington attitudes may be closing the window of opportunity and we need to act with alacrity.

The formation of this Board is occurring at a critical time. That is why I am motivated to apply to this Board. To get stuff done that needs to be done and to do so with broad community support.

I hope to accomplish through the approaches outlined in the aforementioned whitepapers, adoption of policies that have broad community support, that are economically viable and are durable.

6. What should this new advisory board's top three priorities be and why have you chosen them?

A Study the erosion of currently affordable (the range of low to middle income) housing. Almost 50% of Boulder housing is affordable to households in the spectrum up to 150% AMI. Most of that housing is rental. According to BHP's 2014 Strategy, 1000 "affordable" units are

being lost per year due to redevelopment, gentrification and market price increases. It seems practical to try to keep a resource that you already have rather than let it, or enable it, to disappear. Given the significant percentage of the affordable units relative to our overall housing supply, it would be prudent, if we wanted to make major strides toward addressing affordability, to focus on preservation.

B Foster community driven, grass roots solutions. Community surveys repeatedly have identified affordable housing as a primary concern within the community. So engage the community for solutions. We already know what we have been doing has not been adequate for the task. We must foster innovation and pilot projects to test that which might work and that we haven't thought of, or tried yet.

C Re think the math in our residential development policies. As we expand the range of the affordable housing focus to include middle income, we also need to think why we utilize a planning framework that builds mostly unaffordable housing. If the affordable housing is as great a concern in the community as surveys indicate, the community may be willing to ensure that most of what we build in the future is permanently affordable. But the economic case needs to be made for that and that entails doing the analysis to establish the cost, benefits and market impacts. This analysis could be overseen by the Board.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Middle income housing strategy.

Its focus is far too great on market rate housing. The focus needs to be on permanently affordable housing. What is market rate affordable today, will be market rate unaffordable within a few cycles of ownership given Boulder's real estate market. The market rate focus has not and will not yield durable affordability. Affordability can be attained by mandate, incentives or both. We should be looking at Site Review Criteria revisions and incentive based zoning to acquire the affordability we say we want.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I entered the housing market in Washington DC in the early 80s. The choices, then as now, were to live further from the center where housing costs were lower and commuting cost greater vs. in the center, where the reverse was true. Near-center living generally also included making much smaller living spaces choices. The lesson learned is that addressing affordability requires a regional approach and that transit is a major component of the whole affordability equation. Additionally, everyone cannot live in the most desirable centers. That is just not realistic. But they can have easy and affordable access to those centers with suitable transit options.

In the early 80s, despite 18% mortgage interest rates, I was able to save money for a down-payment on a condo even while living in the center, because I shared a 180sf efficiency apartment AND it was subject to rent control – i.e. it was permanently affordable. This is the

promise of focusing on permanent affordability - it provides a ladder upwards, even in challenging economic times such as the 80s. But as we pursue permanent affordability, we also need be realistic about the housing type choices we make available.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

The implication in this question that “creation” is primarily what we need seems misguided. In response 6a I cited the BHP 2014 strategy where they identified the loss of 1000 affordable units per year due to redevelopment, gentrification and market price increases. Meanwhile, in the past 5 years the City has enabled, through its affordable housing program, the creation of 683 affordable units, or an average of 137 units per year. This is a small fraction of the number of affordable units that we already have but seem intent on allowing to be eradicated.

This would suggest that the most expedient way for Boulder to make available a diversity of affordable housing types is to pay greater attention to housing losses and to preserve the diverse and affordable housing stock that we already have.

As my responses 6a and 6c describe, the largest strides the City could make to this end, would be to evaluate the costs, benefits and impacts of intervening in the marketplace by buying, or facilitating the purchase of by residents, of apartment and mobile home communities, thereby placing them into a affordable housing pool that permanently preserves their affordability. It makes little sense to on one hand, create a small number of new affordable units while on the other hand, eliminate a vastly larger number of existing affordable units.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); michael.mccarthy@faegrebd.com
Subject: Housing Advisory Board Application
Date: Saturday, February 24, 2018 3:19:15 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

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Occupation: Lawyer

Place of Employment / Retired: Faegre Baker Daniels LLP

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 1972

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 trial lawyer and business litigator by profession and, as such, have been focused on mastering facts in disparate subject matters in order to resolve disputes. I served for several years on the Board of the Boulder Shelter for the Homeless and was the President of the Board while the present shelter was being constructed. I was the City appointee to the Colorado Chautauqua Board in the late '80's. And I recently served as a member of the CAMP citizen's advisory group.

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

No, because it is a new City Board.

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

Between 2004 and 2012, I was a member of the Management Committee for my law firm. At that time, there were approximately 400 lawyers in the firm. The Committee was charged with setting policy and determining lawyer compensation. While always collegial, there were many questions that the Committee needed to address over which there was some measure of disagreement among Committee members.

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

None, to my knowledge.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

As a long time (45 years) resident of the City, I've grown increasingly concerned about the impact of spiraling housing costs on the socio-economic diversity of our community. I would like to serve on the HAB in order to participate in the identification, evaluation and recommendation of strategies focused on preserving and expanding housing affordability in Boulder.

6. What should this new advisory board's top three priorities be and why have you chosen them?

- 1) Identify objectively the conditions that have contributed to the current scarcity of affordable housing;
- 2) Identify and evaluate the tools available to the City (e.g. zoning, subsidies, etc.) to address housing affordability;
- 3) Identify, evaluate and recommend effective means for facilitating processes for broad citizen engagement and education regarding affordability issues and solutions.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The City's cooperative housing initiative, from my perspective as a citizen observer, has seemed to create a material amount of controversy, particularly among certain groups of homeowners in proximity to cooperative residences. I have to question whether better processes could be developed for engaging neighborhoods where coops have been or will be located in order to defuse adverse reactions, where possible.

8. How have your past and current housing situations affected your life and perspective on housing issues?

During my time as a law school student at CU, I was a renter, and since 1977, I have been a homeowner in Boulder. All of the homes that I have owned have been located in the western Hill area or the Chautauqua neighborhood north of Baseline. During that time I've seen and directly experienced dramatically escalating housing prices that have contributed to the diminished presence of young families and year-round homeowners - trends that I consider detrimental.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

I do not have any preconceived views on the means by which the City can facilitate the creation of diverse, affordable housing stock. Use of the zoning code and housing subsidies are tools that come to mind; but I prefer to take a listen, study and learn approach before reaching any conclusions.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; mrmckenzie@alum.northwestern.edu](mailto:mrmckenzie@alum.northwestern.edu)
Subject: Housing Advisory Board Application
Date: Friday, February 9, 2018 1:19:49 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

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Email: mrmckenzie@alum.northwestern.edu

Occupation: Multifamily Real Estate

Place of Employment / Retired: Dougherty Markets

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 2014

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?

Former Chief Financial Officer for Thistle Communities, the affordable housing developer and provider in Boulder.

My financial career spans over 40 years, with the most recent experience focused in multifamily housing - affordable housing, senior housing, student housing and workforce housing.

My undergraduate degree is in economics from Elmhurst College in Elmhurst, IL and I hold advanced degrees in accounting and financing from Northwestern University and The University of Chicago.

I have experienced prior success in the Boulder Housing community working with Kurt Firnhaber, Kristin Hyser and the executives at Boulder Housing Partners to achieve their respective mission, goals and objectives.

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

The Housing Advisory Board is new. Accordingly I have no direct experience with the Housing Advisory 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 working with the largest single family housing developer in Madison, WI, a community that shares many attributes with Boulder. The developer was under duress as were many during the 2008 financial crisis. The duress came from regulators who were discounting land appraisals resulting in the potential insolvency of the developer. There were three regulators, the Federal Reserve Bank, the Office of the Comptroller of the Currency and the Federal Deposit Insurance Corp.

Through discussion, we resolved the disagreement over valuation after it became undeniable to the regulators that discounting real estate values would result not only in the insolvency of the 3rd generation developers, but all land holders and their respective lenders. It became clear that the FDIC didn't have enough insurance to do what they said they wanted to do. Once everyone realized the implication of their earlier decision, consensus was achieved and

Madison was saved.

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

There is a very small potential conflict to the extent that my employer is asked to finance a multifamily project in Boulder. This is unlikely.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

Satisfying my desire to contribute in the area of my expertise, housing.

6. What should this new advisory board's top three priorities be and why have you chosen them?

- 1) Improving access to housing for all, with transparency for all by simplifying the communication to enable broader participation by the community
- 2) Improving access to permanent affordability to create a stable community
- 3) Determining the impact of non-owner occupied housing (single family home rental) on the stability of community and accessibility to middle income home ownership

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Initiative - Land Use and Policy: Provide policy direction related to middle income housing and recommended land use changes to enable new middle income housing.

Recommendation: Create deed restricted middle income housing that allows greater density both directly and through raising the height restriction - this will reduce the continuing impact of rising land prices.

8. How have your past and current housing situations affected your life and perspective on housing issues?

We used to live a 3401 Arapahoe a rental property when were given notice to vacate as the property was being converted to condominiums (The Peloton). It felt like we were evicted as persona non grata.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of

affordable housing within the community?

- 1) Greater financial subsidies and restrictions on affordable housing developer fees
- 2) Create deed restricted middle income housing that allows greater density both directly and through raising the height restriction - this will reduce the continuing impact of rising land prices.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; morganrogersmcmillan@gmail.com](mailto:morganrogersmcmillan@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 11:12:18 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 1777 Broadway.

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

Name: Morgan McMillan

Home Address:

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BoulderCO80305

United States

Home Phone: (619) 808-6079

Mobile Phone:

Work Phone:

Email: morganrogersmcmillan@gmail.com

Occupation: Consultant

Place of Employment / Retired: Self-employed

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 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 devoted my professional career and personal commitments to the local community, particularly focused on underserved populations.

I was on staff at the Community Foundation Boulder County for 15 years, most recently serving as VP of Community Leadership. In that position I managed the Boulder County TRENDS biennial community indicators report, a comprehensive review of social, economic, environmental, and cultural data across Boulder County and within cities and towns, giving me familiarity with the data related to housing and our local demography. I also co-founded and led Leadership Fellows, a program that seeks to build a more robust pipeline of emerging leaders across geographies and sectors in Boulder County. Our goal was to increase inclusive leadership on nonprofit and government boards and to encourage new candidates to run for office. Half of Leadership Fellows (now more than 200 alumni) are from underrepresented communities and I continue a deep and sincere commitment to seeking out underrepresented community voices in local decision-making. My Community Foundation role also included running Pledge 1% Colorado, a startup philanthropy movement to encourage local entrepreneurs to make the community a stakeholder in their companies and to engage employees in volunteerism and giving. And finally, I continue to lead the Boulder County Health Improvement Collaborative (BCHIC), a program that seeks to expand access to comprehensive health and human services to our local community members on Medicaid or who remain uninsured.

In addition to my professional work, I serve on the Boulder County Board of Health, Intercambio's Development Committee, and the Boulder Chamber's Community Advisory Committee. Prior to my current volunteer commitments, I spent five years on PLAN Boulder County's board and three years on the Better Boulder Board.

My professional and volunteer work consistently focuses on elevating the voices of our community's most vulnerable and in identifying common goals among seemingly disparate sectors. I am passionate about supporting affordable and accessible housing in alignment with the broad definitions laid out by this City Council.

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

As a newly created Board, many of us are interested in seeing how this group will ultimately affect housing policy in the City, alongside the existing boards and committees (Planning Board, Technical Review Group, Boulder Housing Authority, etc.). In managing the TRENDS report I spent 10 years tracking data that shows the bifurcation of our local economy. While many have benefited from Boulder's job growth, there is increasing demand for regional housing and transportation to meet the needs of a full spectrum of incomes. From watching the Council Study Session discussion on this new board, I realized my background would make me a good fit as someone willing to have open, ongoing dialogues about housing strategies and funding models. My diverse background will help me bring the committee together to recommend innovative policies and/or pilots to Council that will help the City achieve its already adopted housing affordability goals.

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

A group that doesn't represent a range of perspectives probably isn't worth convening for the sake of community change. I've sat both in the facilitator's seat and as a member of many such committees.

As an example, I will point to my time on PLAN Boulder County's board. I was 26 years old when I joined PLAN's board, by far the youngest member and, at the time, I believe I was the only renter. I was recruited by a few PLAN leaders who wanted to strengthen the organization's advocacy for affordable housing. My five years on the board were some of the most enlightening and challenging times I've spent in this community. I learned a great deal from my fellow board members, many of whom had lived in Boulder for decades and gained insight and appreciation for an organization that came together as a progressive environmental advocacy group and had navigated their way into a powerful network. At the time of my joining they also found themselves increasingly seeking a balance in their positions that reflected their progressive values.

The technique I found most effective in mitigating disagreements with my fellow board members was to work to build 1-1 rapport with each member of the board, especially with those I most often found myself in disagreement. Working to build empathy for an individual who has a different lived experience and who brings that perspective to the table is challenging and incredibly effective at building a common agenda. I may not agree with the position you take, but I resist the temptation to make it personal and I may broaden my own perspective by imagining what it feels like in your seat. I believe this approach helped develop common understanding and mutual respect, even in times of policy disagreement, and has been the foundation of long-time friendships.

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

My husband is a Project Manager with Element Properties, a local development firm. I would recuse myself on any decisions related to an Element project. I don't interpret the board's role as deciding the fate of individual properties (that's up to the Planning Board). I'm anticipating we'd be working more at the housing policy level. Should there be a perceived conflict of

interest related to me, or any other board member, I would look to the city attorneys for a recommendation.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I am passionate about affordable housing as a tool to build a more equitable community. I believe I bring a mix of first-hand housing experiences alongside a strong understanding of housing policy. I welcome the opportunity to discuss potential policy improvements and innovative programs with other members of the board and the broader community. Affordable housing was recently identified as the number one issue on the minds of city residents - that indicates a strong willingness to try new approaches, including potential funding sources.

I would hope that the board could build upon the work of the Comprehensive Housing Strategy and the community input that identified potential programs and priorities, while also balancing sensitivity to the protection of neighborhood character through a strong commitment to public process. I'd like to see more inclusion of underrepresented community voices (people of color, people with disabilities, young people, older adults on fixed incomes) and I'd like to support those efforts.

Ultimately, I hope this committee serves as an advisory group to Council to recommend promising practices and policies that accelerate affordable and diverse housing availability and offers clarity to the public on current and proposed programs that seek to address housing. I anticipate that we would be the group that seeks input from neighborhoods, developers, and residents equally, all in pursuit of a common agenda to increase housing affordability and diversity.

Other expectations related to the board's work product are below.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1) Develop and implement strategies to preserve existing market-rate affordable housing. We are losing ground on this nearly every day in the city. And we must be careful not to ghetto-ize units that are only affordable because they desperately need improvements that the owner is unwilling or unable to make. Property improvements do often lead to increased rent. How can we work with the property owner to either reduce their costs in exchange for maintaining lower rents or allow additional units to be built on site to increase revenue to offset the costs? We should prioritize these strategies.

2) Work with the Boulder County Regional Housing Partnership to identify potential funding streams - either regionally or by city - to help Boulder County and the City achieve the affordable housing goals set out in the adopted plan.

3) Build a set of innovative practices/policies supporting affordable housing that could be shared broadly with Council, developers, and the public as a toolkit. These practices would be informed by a national scan and conversations with neighborhoods, developers, and

organizations working with vulnerable populations.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I think it would further incentivize affordable housing from the development side to consider permit prioritization for projects that propose housing up to a certain AMI (for example, 100% AMI). The lengthy permitting process, even for projects the City wants to encourage, adds to the cost and therefore makes them less financially feasible for property owners. This prioritized permitting could apply to both new developments and improvements to existing market-rate affordable units.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I came to Boulder at the age of 22 and rented a basement apartment on the Hill with 3 other people (to whom I was unrelated). I maintained my renter status for 10 years, living in just about every neighborhood of the city and moving nearly every year. When I got married, my husband already owned a home in Martin Acres. We currently live in Martin Acres and have two young children.

Earning a nonprofit salary limited even my renting options. To afford housing I had roommates into my 30s. I can sympathize with single parents who are trying to find housing for more than one person on a limited income. At one point I considered buying a permanently affordable unit in the city and went through the required orientation (which I found to be incredibly enlightening for all potential home-buyers, not just those looking at the affordable ownership program). I ultimately did the math and found it wasn't the best financial investment. I could rent a room for less than a mortgage and if I took that extra money and invested it in the market, my returns would (mostly likely) be better over 5+ years than my gains on a deed-restricted property. That equation is one of the shortcomings of the home-ownership program. I have had several friends who owned units through the affordable ownership program and many struggled to find buyers, especially during and after the financial crisis.

We bought our current house in Martin Acres in the spring of 2013 before housing prices sharply increased. I don't know that we could afford our same home today. (As an additional consideration for parents of young children, my child care costs are double our mortgage each month.)

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Although a lot of time and consideration has gone into developing the existing programs, I would welcome the opportunity to continue to broaden Boulder's ideas and learnings from other communities. There are thought leaders nationally who could further inform the

committee's work and I would like to invite their input. As mentioned earlier, I believe we could do more to hear from vulnerable populations and their advocates, as well.

Below I have listed several concrete ideas for accelerating progress toward our goals but want to emphasize my openness to dialogue with other committee members. While the term 'affordable housing' is nearly universally supported by local residents, there's consistent resistance by neighbors to individual projects that deviate from single family home development. (See: Palo Parkway, Attention Homes, Twin Lakes, and others.) If we can develop a broadly accepted toolkit of options and preferences informed by the community, it gives developers and property owners a clearer picture of what could work and be streamlined, saving costs. It also sets realistic expectations for neighbors.

A few specific ideas:

- I'm glad to see the Council considering greater allowance for ADUs/ODUs, a low-density infill tool that offers affordable options for young people, older adults, and others while potentially supplementing home owners' incomes. Ten + years ago PLAN Boulder hosted a speaker from CA who talked about how the city of Santa Cruz not only relaxed zoning to allow for ADUs, they actually produced plan sets for garage conversions to make it easier for home owners to pursue.
- Reconsider parking requirements for mixed use projects that incorporate affordable and middle income housing. There are some examples of this in individual projects (SPARK) where commercial and residential units share parking in assumption that their peak demands complement each other. But it might be worth writing this into code to give more predictability to those designing projects. Parking is expensive to build, not aesthetically pleasing, and will most likely see a significant drop in demand with the introduction of autonomous vehicles.
- Build on existing down-payment assistance programs that help first-time home-buyers with qualifying incomes/assets get a foot in market-rate door, potentially leveraging state and federal programs.
- Consider changes to the affordable home ownership program that restricts rent to the unit's mortgage. As mentioned, friends of mine have owned units through the city's program and struggled to find qualified buyers. They were given year-to-year allowances to rent those units but could turn around and charge market-rate rents. There often isn't an incentive to turn those units over.
- Work with commercial property owners to explore opportunities to add middle income residential, while maintaining the commercial space. How can we make it financially feasible to add multi-family units (including townhomes) along major transit corridors like north 28th and 55th?
- Review potential mobile home strategies to support residents in preserving affordability and improving conditions of mobile home parks.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; keivan.moallemi@gmail.com](mailto:keivan.moallemi@gmail.com)
Subject: Housing Advisory Board Application
Date: Thursday, February 1, 2018 9:26:25 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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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: (858) 775-4378

Mobile Phone:

Work Phone:

Email: keivan.moallemi@gmail.com

Occupation:

Place of Employment / Retired:

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 am currently a University of Colorado student, and have been living in the city of Boulder for the past 5 years. Finding and maintaining affordable housing has been incredibly difficult during that time, even when I was working full time at an engineering company. I think that my experience both as a working class individual and a student will bring a much needed perspective to this board.

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.

Prior to returning to school this last year, I worked at several local manufacturing companies. In my role as Quality Assurance Specialist it was a regular function of my job to coordinate with various team members, engage in group work, and consolidate disagreements to achieve the most beneficial outcomes for the project. We frequently used the 8D's of Problem Solving Methodology, and I found that to be a great way to keep conflict and disagreements in context of our larger goals.

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

None.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I believe the City of Boulder is failing to provide affordable housing to many of its current residents and its workers, and I would like to be a part of the solution that fixes that. I have witnessed and experienced many of the problems with housing, and I can use that to help find solutions.

6. What should this new advisory board's top three priorities be and why have you chosen them?

I think the top three priorities should be providing affordable housing to the city's growing population, fixing the broken zoning rules that are flagrantly disregarded citywide, and doing this all whilst maintaining an environmentally neutral impact.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I know that as part of Boulder's 2016 "COMPREHENSIVE HOUSING STRATEGY", there was an initiative related to Middle Income Housing. As far as I can tell, 30th and Pearl is the only proposed project that meets this. I think the solution needs to be allowing for the height restriction to be waived for some affordable middle income and moderate income apartment buildings on the east side of town as well as more development focused on middle and moderate income housing.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have been a renter since moving to Boulder. In 2013, after the floods, I had to sue my landlord in order to secure back my security deposit and prepaid rent. I have been witness to good housing situations and bad, and this has shaped my perspective by providing me a sense of what is working and what isn't in regard to housing, laws, and enforcement.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Put an emphasis on doing it and then execute a plan. This seems like an odd question to me, asking "how can" instead of "how should" or "what better way could" Boulder.... etc.

But to answer that question, I think acceleration lies with city council finding a way to be more effective at making decisions and executing them.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; masynmoyer@gmail.com](mailto:masynmoyer@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, February 16, 2018 7:24:33 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Name: Masyn Moyer

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Work Phone:

Email: masynmoyer@gmail.com

Occupation: Self Employed

Place of Employment / Retired: Mylk House

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Sep 1996

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 and small business owner in Boulder for 22 years. During that time, I've been a renter, a homeowner, and more recently a resident of the Ponderosa Mobile Home Park. Two years ago, I spent a year designing and converting a short school bus into a permanent off the grid home. I am now an advocate for minimalist living and creative, flexible and alternative approaches to housing concerns that accommodate our unique community here in Boulder.

I am experienced working within systems and through them to achieve success. I've started several businesses, fostered at-risk girls, and worked extensively with Attention Homes. Because I was a homeless teen, a teen single mother and a parent in Boulder raising minority children, I am passionate and knowledgeable about protecting Boulder's economically vulnerable populations and working to find appropriate short and long-term housing solutions for them.

I have extensive training in effective communication practices and a variety of negotiation forms developed through my education as a Polarity Therapist, manager of people but especially as a parent, partner, friend and neighbor.

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

The Board I am applying for is new, however I have experience working with Kurt Firnhaber and his department around the Ponderosa Mobile Home Park annexation. See next question.

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

In June 2017, I took up residence in my tiny mobile home at the Ponderosa Trailer park when a long occupied plot became vacant. During the city's process of annexation, it was determined that my plot, though long occupied by a similar mobile home as mine, was not a conforming one so I received an eviction notice. As part of this process, I appealed my eviction notice. The appeal process offered me the opportunity to learn about what is and is

not possible with regards to housing codes and zoning in Boulder City and County limits. Not only did it teach me about the ins and outs of bureaucratic processes currently in place, it also inspired me to run for this board. Throughout the process, I often felt heard and honored as a long time resident of Boulder. However, there were also times when that was not the case. My goals as a board member is to make sure that everyone feels heard but also to make sure that citizens also understand, with clarity and precision, what is and is not possible, why and how they can contribute to the process. I strongly believe in the value of recognizing common goals and creating systems that encourage strong civic engagement participation.

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

1) I had a limited personal (we lived in the same neighborhood) and professional relationship with Councilwoman Mary Young before she was selected for City Council. We never discussed policies or city business. 2) As previously mentioned, I was involved in the Ponderosa annexation and my involvement, in part, inspired me to run for this board. 3) I am an advocate for minimalist and small living.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

My first desire is to be of service to my community. Second, my knowledge, skill set and experience would be a valuable contribution to the HAB as Boulder tries to create an innovative and sustainable path forward that serves every demographic. Currently, I see a disconnect happening between the City and its citizens, specifically around housing in Boulder. We need to bridge that divide by ensuring that our residents feel engaged and incentivized to participate in the creation of neighborhood planning with the City. My goal as a board member is to aid in this process. HAB has the potential to bridge current technical boards and, by doing so, help us all craft a congruent voice driven by a common mission, shared values and the best practices that make Boulder unique. Third, I am hoping to participate in creating a board committed to creative thinking and innovation at the forefront since these speak to the spirit of Boulder.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1) Bridge the communication and engagement gap between the public/neighborhoods and the City around housing using some existing and innovative tools. 2) Develop information systems that connect all five of the existing housing groups in order to create one congruent housing voice that advises the City Council. 3) Develop a lean innovative process by exploring housing possibilities that leverage human creativity, validated learning and a feedback loop to create viable pilot projects, actionable metrics and continuous improvement. I have chosen these three priorities as a way to first address and improve the current climate, streamline what already exists, and effectively plan for the future.

7. Select one of the City of Boulder’s housing initiatives and make a recommendation for improvement.

My recommendation is predicated on my resources and participation solely as a community member. Since I have not yet served on a board or been part of the process on the administrative side of city initiatives to date nor have I had access to all of the information that working teams do, my recommendation is informed by my own experience, included the many council and board meetings I have attended, and the conversations I’ve had with other concerned Boulderites.

I was directly affected by Boulder’s acquisition of the Ponderosa Mobile Home Park area and this experience inspired me to run for this Board and become more involved in housing issues in Boulder in general. Practically, if I were on the Board, my recommendation would have been for more transparency by the City to the residents in regards to their experience around annexations of this type, their submitted Federal funding plans and overall goals. Furthermore, I would have recommended creating better community engagement earlier in the process with a wider variety of tools and education to foster goodwill and knowledgeable resident participation.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have lived in a variety of unstable and stable housing situations and this has given me a well-rounded viewpoint on housing in our community. Prior to moving here, as a teenager, I found myself homeless and lived on the streets or with friends kind enough to take me in for a couple of years. As a young adult, and single mom, I lived in makeshift co-ops that allowed us to pool resources. When I moved to Boulder 23 years ago, I was interested and well educated in co-housing as a viable option for my family. Since then, I have both been a long term renter and owned a couple homes. In the past few years, I’ve embraced minimalism and tiny footprints focused on conservation and sustainability. I have become a passionate advocate for those community members who choose this lifestyle in Boulder’s changing housing landscape.

I currently reside in this (see links below) eco-conscious unit--complete with solar panels and composting toilet at the Ponderosa Mobile Home Park.

I am an expert on mobile tiny homes and regularly attend and speak as an invited speaker at conferences and gatherings around the country on minimalism, mobile living and alternative housing options.

My mobile tiny home was recently photo featured in an article on “Van Life in Boulder County” in the Longmont Times-Call that details increased interest in “houseless but not homeless” living. Zillow also featured photos of my home titled; Wild Ride: Turning School Buses Into Home on Wheels.

Due to Boulder’s current land-use and housing codes along with the requirements to serve on a Board or Commission, I have chosen to rent and create a multigenerational home within the City limits to reside in as of March 1, 2018.

http://www.timescall.com/longmont-local-news/ci_31232046/freedom-four-wheels-van-life-

rise-boulder-county

(Tour my Mobile Tiny Home here: <https://www.youtube.com/watch?v=R2QqWL-HJow>)

<https://www.zillow.com/blog/school-buses-into-homes-205265/>

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

To accelerate the housing types and programs in Boulder, it's imperative to seat and encourage the HAB team to act like an entrepreneurial lab that favors experimentation over elaborate planning, willingness to utilize a residential feedback loop over intuition, assumptions or minimal civic participation and able to create iterative design over traditional "big design up front" development. Transplant what drives founders - the motivation and passion, and the openness to experimentation and learning from failure- into this process. Start with the residents in mind, work in small cross-functional teams, stage risk with metered funding, iterate and experiment, and so on. Build a system that contains within it the seeds of its own evolution.

As a firm believer in the value of feedback loops, I also recommend that HAB facilitates one between all five of the current housing groups and the public so that we are able to stay agile and adaptable as an advisory board. This will require simultaneously utilizing existing and the adoption of a blend of vibrant civic engagement and participation programs that meet people where they are, encouraging fresh and renewed participation, and building strong neighborhood involvement. Let's put our greatest resources to use to build stronger and more committed civically engaged communities and become the nation's leaders in housing diversity and affordability

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; judynogg@aol.com](mailto:judynogg@aol.com)
Subject: Housing Advisory Board Application
Date: Wednesday, February 14, 2018 3:41:47 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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

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Mobile Phone: (303) 956-9672

Work Phone:

Email: judynogg@aol.com

Occupation: Nonprofit management

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

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

Relevant Professional and Volunteer Experience:

- a) BA Degree, CU Boulder (Distributive – Psychology, Sociology, Political Science), 1969
- b) MS Degree, University of Wisconsin, Madison (Elementary Education with specialty in Curriculum), 1971
- c) Steering Committee (one of three people) for Neighbors of 3303 Broadway, a coalition of neighbors organized to support appropriate density with affordable housing for the site (2016-ongoing)
- d) Participation on Community Foundation’s grant-making committees (most recently in 2016) and Community Foundation’s Veterans Fund (ongoing), which fund Boulder County human services and veteran nonprofits
- e) HOA Juniper Townhouses Board Secretary (ongoing) – 50% owner occupied/50% renter occupied middle-income housing
- f) Creation and management of two nonprofits - Foster Parent Recruitment Center in Boulder, Denver, Adams and Jefferson counties (1978-1982) and Veterans Helping Veterans Now in Boulder County (2006-2013), including establishing boards, missions, funding streams, goals, work plans, and daily operations
- g) Foster Parent of teenagers (1-5 at a time, 1971-1984)
- h) Caregiver for two developmentally disabled adults , resident of trailer park, (2005-2006)
- i) Development Director and, then, Program Director, Boulder County CareConnect (2003-2010), providing services to older adults and adults with disabilities
- j) Co-producer and co-host of Channel 8 program Senior Spotlight, later renamed 50Up! (2007-2010)
- k) Campaign supporting the City of Boulder Living Wage issue (with League of Women Voters -although I am not a League member, myself)
- l) Current participation in 1440 Pine workgroup (12 members, sponsored by the City) to craft a Neighborhood Agreement between operating partners and neighbors.

Skill Sets:

- a) Experience with the processes of board formation, orientation, training, support, operations, and decision-making
- b) Love of research and attention to detail
- c) Experience interfacing with diverse constituencies and government entities
- d) Reasonable understanding of City processes, especially those related to planning and development, and affordable housing programs
- e) Vast lifelong one-on-one experience with housing challenges faced by homeless, low-

income and Section 8 residents, especially people with disabilities, youth in crisis, older adults, people with biopsychological diagnoses, and veterans of all ages
f) Two years' experience observing, studying and participating in Boulder housing issues
Other:

- a) Reasonable temperament (i.e. plays nicely with others)
- b) Time to devote to HAB (since my children are grown and I am retired)
- c) Awareness of the complexities of housing issues
- d) Experience with and respect for people who are, sometimes, agitated
- e) Acceptance that I don't have all the answers and that others, even those with whom I disagree, may have answers that are worthy of consideration

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

Because this board is not yet formed, I don't have any past experiences with it or its services. However, I can speak to the experience that sparked my interest in applying for HAB. Several years ago, a developer bought the site formerly known as The People's Clinic at 3303 Broadway. She applied to the City to build 94 units and additional commercial space on 1.3 acres. Naturally, many neighbors were concerned about this high density increase on a very small site that is next to a public elementary school, on a street that already has severe parking and traffic issues, as well as past and potential future flood and groundwater hazards. At that time, I collaborated with two other neighbors to form a steering committee for what became Neighbors of 3303 Broadway, a coalition of neighbors dedicated to a development that would enhance opportunities for affordable housing and preserve neighborhood character. Our approach was greatly influenced by a Council member who suggested that we remain positive and offer a reasonable alternative.

The volunteer effort included some neighbors who participated greatly and others who just wanted to receive information and provide support. The Steering Committee held numerous meetings, talked to many people, interacted with planning staff, conducted extensive research, prepared position papers, and organized communication efforts. The group was very intentional and very consistent.

After several of the developer's applications that Council did not approve, City staff recommended (at Council's request) a land use change that was slightly denser than our coalition wanted. Neighbors of 3303 Broadway talked it through and decided it that it was a good compromise, especially because it offered an option for a density bonus for affordable housing. We then supported the effort and were very pleased when Council (and Planning Board) accepted the new land-use designation.

In the process, I very much appreciated planning staff that provided us with all the information we requested. I was able to interact with each of the (then) City Council members, all of whom had the city's best interests at heart – even if I didn't share their vision, in some cases. Because one of my particular tasks was communication with our neighborhood group, I met with many neighbors and learned of different perspectives on other housing issues (like ADU's and Broadway/Balsam Community Hospital development). I very much enjoyed working collaboratively with the other Steering Committee members and the neighbors. In the process, I studied housing issues in some detail and gained the belief that residents and the City can work toward common goals. I realized that the City has been devoted to housing issues for decades and has done much work in this effort. I also realized that some City processes could be enhanced and that there is room for new ideas. I learned that residents of many neighborhoods feel that they have not been heard, but recent city efforts are aimed at improving that situation.

In the process, I came to believe that, in addition to the efforts of Council, board, and staff, regular residents can provide creative input toward progress in housing issues. I noticed that, sometimes, the City speaks a language that is almost foreign to most residents (i.e. language like BVCP, ADU's, BRC, linkage fees, in lieu, FAR, etc.). It would be beneficial to everyone if HAB could provide liaison between the City and the public (as well as liaison among all the current housing and related boards).

My experience with Neighbors of 3303 Broadway sparked my interest in applying for an HAB position.

It would be an honor to participate on the Housing Advisory Board to provide support for Council, provide a conduit for the public, and seek common ground between the City and the public – all to further goals for appropriate affordable housing while preserving the character of the city we all love.

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

In 2010, as Co-Founder and Executive Director of Veterans Helping Veterans Now, a Boulder County nonprofit, it was my job to update the organization's mission statement (for board approval), because we had grown greatly in both clients and diversity of services. Because the organization's heart was in grassroots efforts, it was imperative that the mission statement be shaped by the main volunteers and clients – the veterans, themselves.

It would have been much easier to create a new mission statement, myself, but it wouldn't have been true to the very name of the organization – Veterans Helping Veterans Now.

I believed that it was also imperative to reflect some diversity among the veteran participants, so that the full range of options would be explored. Therefore, I selected four veterans (all of whom were both volunteers and clients) who were friendly with each other but held opposing points of view.

I also made conscious decisions as to the size of the group, because it is well-documented that the size of problem-solving groups matter.

I selected another participant to join me and the four veterans – the mother of a young man serving in Afghanistan – who also happened to be a therapist.

It is no surprise that there was intense disagreement. All four of the veterans were at odds with each other about the mission statement. And, on a larger scale, about the emerging direction of the organization. One veteran wanted the mission to focus exclusively on services to all veterans and their families. Another wanted to focus exclusively on reaching those veterans who were hardest to reach, those who were most isolated. A third wanted to focus on honoring veterans. The fourth veteran was ambivalent.

The family member/therapist and I interceded only when necessary with occasional comments to keep the veterans on track. I did speak up with information about what funders and outside sources would be looking for in a mission statement. I pointed out that the mission statement needed to be as concise as possible and I pointed out that we were actually providing all of the services about which they were arguing. The family member/therapist's quiet comments were always helpful. But, most of the time, we stayed out of the discussion. Trusting the process was my biggest challenge.

After about two-and-a-half hours, one of the veterans suddenly had an epiphany. He found a way of incorporating the best of all the strongly held ideas.

The mission statement of Veterans Helping Veterans Now became: To build healthier lives for veterans and their families, to reach out to those who would not be reached, and to honor those who served.

It was a great process for all involved and the end-product was perfect. The specific techniques we employed included: a) Recognition that conflict, properly guided, can be productive; b) Careful planning in group size, participant selection, setting up the physical space, options for mitigating tension, etc.; c) Providing the information necessary and, otherwise, staying out of the way; d) Trusting the process
(Please note: Obviously, conflict resolution for more polarized groups would need much more “trust building” on the front end.)

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

I don't expect there will be any conflicts of interest, especially since HAB won't be discussing individual projects.

If someone questions my potential conflict of interest concerning any specific matter, I would discuss it with appropriate city staff (including the attorney's office) and/or Council members and follow their advice, recusing myself, if so advised.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

Why I'd like to serve:

- Since I receive so many benefits just by living in Boulder, I am willing to participate in the responsibility of its stewardship
- I believe that I have both an understanding of Boulder's housing issues and an understanding of diversity in community interests
- I believe that I can contribute, given my long experience with nonprofits and boards
- Throughout my life, I have learned that volunteerism is as good for the provider as it is for the recipients – so that is my selfish motive
- The troubling national scene engenders feelings of extreme frustration, but I prefer to focus on something local and positive

What I'd like to accomplish:

- Participating in shaping and implementing a process that is productive
- Providing a means for ameliorating diverse public concerns and instituting methods for potential publicly provided solutions to be considered
- Providing liaison between the City and the Public
- Easing the load that Council members carry
- Providing a fresh look at housing issues
- Enhancing housing options with specific details and creative approaches

6. What should this new advisory board's top three priorities be and why have you chosen them?

Since this is a new board, I believe that the top three priorities during the first year will greatly

differ from priorities in subsequent years. Whereas HAB in future years will likely set priorities that focus on specific housing initiatives, I would offer that the first year's priorities focus on building a strong foundation for HAB.

Therefore, my top three priorities are:

First Priority: Looking within City housing policies

This would include instituting intentioned board cohesion, as well as fully comprehending the specific housing concerns and Council goals.

The board would absorb orientation, as well as gather and review all relevant city documents, including information about all related housing boards and committees.

HAB members would watch the archives of the February 13, 2018 Council Study Session about Public Participation Training from the International Association of Public Participation, as well as review the City of Boulder Engagement Strategy Framework.

The HAB would carefully review each point enumerated on the City's website for Housing Goals, Tools and Themes, noting which aspects might be tweaked or furthered, as well as the Housing 2018-2019 Work Plan.

Second Priority: Looking to the Public

This second priority would occur simultaneously with the first priority. Outreach would focus on both general and specific housing concerns, as well as suggestions for potential solutions. Outreach would include methods that the City has already utilized, including information from the Public Participation Working Group, as well as creative approaches to outreach that would be coordinated with both Sarah Huntley and Brenda Ritenour, among others.

Input would be gathered in a variety of ways to provide sufficient opportunity for a diversity of residents (including renters, owners, and homeless people) and in-commuters to share their views.

Besides outreach to individual residents, the process would also include others such as: small local business owners; developers; appropriate nonprofit housing leaders; business organizations; media; 2017 City Council candidates; neighborhood groups; local policy organizations; members of related City housing boards and committees; and other relevant groups.

A specific HAB set of goals, work plan and a rough outline for future years, based on careful consideration of the results of these first two priorities, would be submitted to Council for their input and approval.

Third Priority: Furthering the Middle-Income Housing Strategy.

The City has many housing initiatives and there may be more that the City will consider in the future. Many of the initiatives that are already well developed, though still challenging, show considerable progress, especially for lower-income residents.

I would prioritize Middle Income Housing as the first specific initiative that the newly-formed HAB addresses. This is partly because the lack of middle-income housing is emerging as one of the greatest present threats to maintaining or improving the balance of economic diversity in Boulder. Middle-income housing issues lack many federal funds and other supports that often are available for low-income housing.

Conclusion:

I can't emphasize enough the importance of a building a strong foundation for a new board, such as HAB. My lifelong experience has taught me that the time spent in intentional planning results in a much greater opportunity for positive outcomes. If a new venture is to succeed, it is imperative that the groundwork be sufficient. Terms like "strong foundation" and "groundwork" pertain (don't you think?). If the priorities for the initial year focus on building

team cohesion, gathering/assessing information, and prioritizing issues; then both short-term and long-term results will benefit.

I also look at this board as “The People’s Board” to provide a conduit for the public to be heard and for great ideas to be incorporated into planning. To me, it is crucial that the public trust this board.

7. Select one of the City of Boulder’s housing initiatives and make a recommendation for improvement.

I will select “tiny houses” as an intriguing initiative and make a recommendation about this housing option.

In the Housing 2016-2017 Work Plan, tiny homes were mentioned (5.f), along with a suggestion to consider the potential of pilot/demonstration projects.

Tiny homes do not appear in the Housing 2018-2019 Work Plan.

My total experiences with tiny homes have been: noticing the tiny homes in Lyons; and spending a week with two friends in northern California in the 450 sq. ft. guest house that they rent. Although I have never lived in a detached tiny house, in about 2007, I lived with another person in a 760 sq. ft. apartment in Boulder.

While my own knowledge in this area is minimal, I was lucky enough to attend, in mid-February, a presentation about the potential for small houses in Boulder. I was very impressed with the potential for this housing type that could appeal to millennials who want a small footprint and older adults who want to downsize and many people in between. Tiny individual homes could also be a boon to providing permanent housing to homeless people.

There do seem to be differing opinions as to the definition of tiny homes and small houses. (On wheels? On foundations? What size is tiny? What size is small?) Still, there is much promise in the full range of possibilities.

While tiny homes could be utilized as ADU’s, that is a separate issue. Tiny homes can be offered as pilot projects without the need for involving the ADU issue, initially, since ADUs carry some controversy. To avoid initial controversy, pilot tiny/small homes could be built on sites that were formerly commercial and adjacent to residential neighborhoods or other appropriate non-controversial sites.

Because tiny homes are not controversial, in and of themselves, they are a perfect initiative for engaging the public in a positive manner. By carefully selecting the location for such pilots, the City can experiment with this low-cost, high potential tool with community support.

I recommend bringing back the notion of tiny homes, including an effort to gain community support, carefully select a few great locations, and approve a few pilot projects.

Wouldn’t it be wonderful to try a pilot project that wasn’t controversial and had great upside potential for some housing solutions in Boulder?

8. How have your past and current housing situations affected your life and perspective on housing issues?

Here are my housing situations in Boulder from 1965 until now:

- a) Farrand Hall on CU campus
- b) Sorority House
- c) Various rental houses and apartments - with and without roommates

- d) Five-bedroom rental in Boulder that required a difficult zoning hearing for a variance so that my five teenage foster daughters could continue to reside with me. (The variance was approved.)
- e) Home ownership in mountains off of Old Stage Road
- f) Several years as a landlord
- g) Rented rooms in friends' houses
- h) A two-year stint in a double-wide mobile home as a live-in caregiver
- i) Current ownership of 1150 sq. foot 3-bedroom townhouse in an HOA with 12-units where my husband and I happily reside

Here are comments as to how these housing situations affected my life and my perspective on housing issues:

In 1968, housing was a challenge – way back then. If you wanted to have a chance to rent a half-way decent place, you stood in line outside the Daily Camera building on Wednesday afternoon when the newest rental ads were printed. If you weren't near the front of the line to get the newspaper, you weren't likely to be able to rent that week. I mention this to illustrate my perspective of the long view that Boulder's housing has always been challenging and that carefully considered planning is and will continue to be vital.

In the twelve units of my HOA, about half are owner occupied. About half are rentals. We are a close knit group with residents of all ages and backgrounds. As HOA secretary, I have decent insight into the financial housing needs and aspirations of a variety of middle-income people from seniors who are house rich but cash poor to young adults for whom renting is their only option if they wish to live in Boulder.

The housing situations of many Boulder friends and/or relatives range from a mansion to upper-middle-class housing to middle class housing to Section 8 housing.

If I sold my townhouse in Boulder, I couldn't afford to stay here. As I age, increasing county taxes and rising HOA fees might force me out of Boulder, since my husband and I are on fixed incomes.

In all my nonprofit interactions, I have worked closely, one-on-one, with numerous older adults, adults with disabilities, at-risk young adults, and struggling veterans – almost all of whom have incomes that were below 80% AMI, usually below 60% AMI. I am painfully aware of their housing challenges.

I have been a renter, an owner, and a landlord in Boulder. I feel that my housing experiences have provided me with a solid overview of housing issues in Boulder for people of a wide range of ages and economic situations.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

To me, a diversified strategy is the best way to accelerate affordable lower-income and middle-income housing in Boulder, as well as accelerate an increase in housing types, while still preserving neighborhood character. Here are a few of my suggestions:

Build consensus between City and the Public

- a) Create and widely post a single document that combines all form, use, and density zoning and land use designations in one place.
- b) Create and widely post an ongoing list of development projects and their status, (expanding the info on the BHP page).

- c) Research and make readily available the annual salary ranges (from first year to five years on the job) of teachers, nurses, firefighters, police, paramedics, nonprofit coordinators, nonprofit managers, and other professions that are (or used to be) considered middle-incomes wages.
- d) Continue to expand outreach to the public.
- e) Recognize that affordable housing can be accelerated while neighborhood character is maintained. Both. The two – affordable housing and neighborhood character - do not need to be mutually exclusive.
- f) Ameliorate the processes that most contribute to creating the bottlenecks that are arduous for developers, staff, Council and the public. This may be the single-most significant factor for accelerating housing goals. Conflict slows the process.
- i) Consider modification of the application process so that all developers must, before they turn in their application, have already integrated true neighborhood input into their plan.
- ii) Expand the area of development application notification of neighbors from 600' to a much larger area.
- g) Emphasize and proceed with neighborhood planning (even more specific than sub-community planning).
- h) Decrease the emphasis on increased density as the main tool for achieving housing goals. Strange as it sounds, the ease in moving affordable housing projects through the system would increase if conflict were decreased.
- i) Better define “community benefit”. To many, the term “community benefit” is believed to be a euphemism for out-of-control building.
- j) Facilitate more reconciliation between those who favor co-ops and those who don't (in addition to the efforts already conducted by the City Attorney). In the course of my involvement with citywide housing issues, I have gotten to know and very much like many co-op opponents. I understand their concerns. At the same time, I have a family member who is very involved in the co-op movement. If I were a young person just starting out, now, I would love to live in a co-op. I can see co-op potential for older adults. Since I favor co-ops but understand the concerns of those who oppose them, I have a special interest in this issue.

Review Initiatives and Projects

- a) Examine completed affordable housing projects. This will help to discover their strengths and weaknesses that would be applicable for future projects. For example, both Red Oaks and Flatirons Community look great and seem to fit into their neighborhoods very well. However, I have no idea how the City, the residents and the neighbors feel about those projects. It would be worthwhile to know which completed projects seem to be successful and which seem to have problems, so that appropriate models can be promoted.
- b) Tiny Homes and Small Homes (as discussed in a Question 7)
- c) Mobile Homes. Review all past plans and explore new options for protecting and enhancing trailer parks. Since I lived in a trailer park for two years, I have a personal understanding of both the benefits and the challenges of trailer parks.
- d) Appoint an HAB member to TRG. Just as the TRG is to have a non-voting member on the HAB, similarly, it would be very helpful to have a non-voting HAB member on the TRG. It may also be helpful to have a non-voting HAB member on the CDAC board. The path towards affordable housing projects can be accelerated if, from at the beginning of funding requests, there was a presence to note neighborhood and client concerns. Ultimately, this will speed projects along by limiting efforts by the City, developers, and neighbors in dealing with problems that could have been avoided at the outset.

Preserve Middle-Income Housing Stock

Preserving Middle-Income Housing Stock is an effective tool for accelerating housing goals. After all, for every middle-income home that is lost, the pressure for increased acceleration grows. Therefore, it helps “acceleration” to stop the bleeding. Here are a few suggestions (which would require more attention).

- a) Explore methods to slow down the scrapes, even further than the 2009 changes. This is a perfect issue to solicit public input for fresh ideas.
- b) Revise short-term rental policies, after careful consideration, so that policies still provide some options for owners but decrease the trend that is eating away at middle-income housing stock.
- c) Financial incentives. Consider these and other questions, hopefully with public input: Can financial incentives keep older adults in their homes? Since county taxes are so high, can the City negotiate with the County for some relief to keep people in their homes? (The current countywide breaks for older adults and veterans are no longer enough.) Can other incentives preserve housing and encourage middle-class sellers to receive some benefit for keeping sales price as reasonable as possible?
- d) Of course, the very thorny problems of ADUs and other accessory dwellings need to be addressed. Part of a solution could be to discover what actually concerns those in opposition, and then craft a way forward in which those concerns can be tackled. I have heard from middle-income homeowners who may be unable to remain in their homes unless they can build ADU’s or have OSO’s.

Conclusion: My suggestions would be: To build consensus between the City and the public, to review current projects and initiatives, and to enhance the effort to preserve current middle-income housing.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); [O'Hashi, Alan](#)
Subject: Housing Advisory Board Application
Date: Friday, February 16, 2018 7:59:34 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 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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United States

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Work Phone: (303) 910-5782

Email: adoecos@yahoo.com

Occupation: filmmaker

Place of Employment / Retired: self

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?

I currently reside in the Silver Sage Village senior cohousing community in the Holiday Neighborhood, where I have served as the lead of the community Steering Team (HOA Board of Directors). My interest there led me to volunteer for the National Cohousing Association, where I now serve on the board of directors representing the Rocky Mountain Region. As for hands-on experience, I had a 15 year career in city and tribal administration in Wyoming. In Lander, I oversaw the housing authority, zoning and planning departments. During my time in Lander, the city developed a 20-lot permanently affordable passive solar subdivision that was funded by a variety of HUD, USDA and state of Wyoming grant and loan programs. After moving to Colorado in 1993, I developed homes for Habitat for Humanity of the St. Vrain Valley. Shortly there after, I was appointed the city of Boulder Human Relations Commission and in 2000, I served a full term on the city of Boulder Planning Board. After a 14 year respite from the city of Boulder, I was a member of the city affordable housing "Strengthen our Current Commitments" working group. That experience reignited my interest in affordable housing. Currently, I'm part of a cohousing development team on the West End Neighborhood Special Assessment District in my hometown of Cheyenne, Wyoming. The plan is to construct a market-based affordable cohousing project owner occupied by first time homebuyers. I recently returned from Indiana where I am working with a forming cohousing group in Bloomington. I'm also an owner, along with my partner in crime Diana, of a permanently affordable Silver Sage Village condo.

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

As I understand it, this is a new group, and as such, I have no experience with it.

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

I can't recall any particular conflicts that have arisen through my board work, other than what I would consider routine disagreements. I tend to be more of a consensus decision maker, meaning talking through issues until a mutually agreed upon solution can be reached. I have been in a couple high-tension meetings and subsequent votes on topics where citizens were

loudly upset that an issue was even being taken up, let alone being considered. The big one that comes to mind is the homeless shelter case that came before the Planning Board. That was a double whammy. The first location was 777 Broadway, basically, on campus that was a riotous meeting. The vote was a divided one, but ultimately approved after some cooling off and a motion to reconsider was approved 24 hours later and the site was not approved following the re-vote. The hearings on the 2nd - now existing site - wasn't exactly a cake walk.

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

I have any conflicts of interest since I'm not currently nor planning to work on any housing or housing-related projects in Boulder. If I do have a conflict, I'm quick to declare it, recuse myself then return after the deliberations and vote.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I've been in boulder for nearly 30 years. During that time I've been a renter and an owner of market rate places and now in the city permanently affordable housing system. I have unique interests that drew me to the Human Relations Commission and the Planning Board and would like to blend my experiences with soft and hard assets while advising the city council about its housing issues.

6. What should this new advisory board's top three priorities be and why have you chosen them?

In no order:

* We are stretching to meet current commitments and coming up with creative solutions is a top priority to me. Because of a shortage of land, there will be fewer and fewer new-build opportunities. "How can the public and private sectors leverage the huge equity in existing high-value homes to lower the cost of housing?"

* In mentioned in one of these questions about my big wake up call about the importance of "aging in place" when my community members were around to provide high levels of neighborly support during my home-bound recovery and rehabilitation. There also is a shortage of medicaid - eligible assisted living beds in Boulder. "If a large percentage of seniors on fixed incomes don't have personal resources for in-home care, what are the a roles of "intentional communities" in bridging this care gap?"

* The other day I was thinking about Pat Paulsen who ran for president in 1968. He said he's neither right wing or left wing, but the center of the bird. When it comes to affordable housing, I'm neither a NIMBY or YIMBY but a MIMBY. Lalst night I was invited by the Aria Cohousing community in North Denver to facilitate the community through a very contentious - yelling and jumping up and down - type of issue. Based on the initial meeting, it seems like

the sides will be able to find the commonalities and get through it. On the macro-level, intellectually, I think the NIMBY and YIMBY contingents wants more affordable housing and understands the importance of maintaining a diverse economic base. "Can this Housing Advisory Board find the common ground that divides the community and create some head-heart balance to reach a goal that both sides agree is necessary?"

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The city of Boulder has a robust in-house neighborhood program. I've attended a couple meetings and am a part of the Living Room Conversations group that convenes people with diverse perspectives. In fact, it seems like I was supposed to help with a conversation about affordable housing, but that must have fallen through. Community issues that have a balance between trickle up and trickle down have the best chances of success, including those around affordable housing. "What if the housing silo was made wider by cross-cutting with other seemingly unrelated city offices - Human Relations to help neighborhoods better understand inclusion issues, Mediation to improve people skills, Arts Commission and the role of public art, Historic Preservation and the importance of historic place making.

8. How have your past and current housing situations affected your life and perspective on housing issues?

Yes. My partner in crime Diana and I bought a two-story condo in Studio Mews when the Holiday Neighborhood was first built. We lived there for about three years when the dogs developed problems going up and down the stairs. Then we came to the realization that aging in place in a house with a set of stairs, stoops and porches wouldn't be the best long term housing solution. Down the street, we had befriended a couple people at Silver Sage Village cohousing. I didn't know anything about cohousing, but Diana did. A guy died there and the community was looking for "coholders" to buy it. The place was on the ground floor, no stoops, no stairs, universally accessible and there was a built in community. I tagged along and moved in. A couple years later, I was stricken with a death-bed lung disease and sepsis that kept me in a hospital bed from December 16, 2013 until the Broncos lost the Super Bowl in February 2014. I was housebound for a couple more months. I was happy to be in a community like Silver Sage Village. I'm now heavily involved with cohousing on the national level. In fact, there's a regional cohousing conference in Boulder April 20 - 22. When I moved to Lander, Wyoming back in the 1980s, my first apartment there was above the Ace Hardware Store on Main Street. The drugstore was downstairs, the bank on the corner, the grocery store across the alley from my city hall office. I didn't drive much and became a mixed use downtown rat before it became fashionable. Since then I have chosen to live in high density housing and grown fond of clomping and banging by the neighbors. To me, those sounds of vibration are sounds of neighborhood vibrancy.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Community and neighborhood based approaches is a theme to all my answers here. Affordable housing programs have had a tremendous jump start provided by strong partnerships among the city, public and private sector developers. "What if other "experiments" similar to the Holiday Neighborhood project were proposed on the Ponderosa mobile home park, for example with development objects around meeting goals around aging in place, building new and strengthening existing partnerships, etc.?"

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; renko2828@gmail.com](mailto:renko2828@gmail.com)
Subject: Housing Advisory Board Application
Date: Thursday, March 1, 2018 4:07:43 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 1777 Broadway.

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

Name: Arthur Okner

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Occupation: Retired

Place of Employment / Retired: Retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 1999

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'm a retired veteran of the USAF

I hold a BS in Business and a Masters degree in Community Organization

Currently finishing my second and last term (five years) as member of Boulder County Area Aging Advisory Council under the umbrella of the Area Agency on Aging. In addition I serve as co-chair of that Board's Housing Sub Committee

Attended all of the meetings of City of Boulder's Affordable Housing Task Force. In accordance with council direction, the Task Force was formed in June 2010 to advise and make recommendations to City Council and staff on affordable housing goals, affordability issues and the city's affordable housing programs

My passion for Boulder's wonderful affordable housing program began in 2000 I did volunteer work for Division of Housing for 18 + months. Responsibilities included but were not limited to explaining the program,--as it was then-- to interested people at the Farmer's Market, Assisting Jackie Morales-Ferrand (under John Pollack) of the Division of Housing in teaching affordable housing to corporations and individuals.

I lived in affordable housing (moderate) 2001 to 2007 at Nomad Co housing (N. Boulder) a community containing 7 affordable homes out of 11. As a result I learned the importance of the program from the inside.

Served on Citizens for Housing Opportunity a group of leaders in Boulder's affordable housing movement who attempted to win an election that would divert sales tax revenue to affordable housing. (Question 2a)

Became involved with Thistle Community Housing, helping them to raise funds 2000 -2002.

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

As a co-chair of the AAC's Housing sub team committee for the past 5 years I have researched what new housing offerings are being developed in the agency and have taken tours of these developments (for the benefit of Boulder County's Commissioners) . I have also been educated in the needs of a number of different demographic groups, which can vary different. As such I bring a wide variety of experiences with different modes of housing usage; for example I have lived in and help develop an un-traditional sustainable housing complex

(Cohousing for 19 years as well as having researched what other possibilities are available.

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

As previously stated for the past 20 years i have been living, developing, and advocating for the development of an intentional community model (well known in Boulder) called Cohousing where we recognize that conflict is not inherently a bad thing. Our decisions are made by consensus. When there is conflict we recognize that all voices are important even the quiet ones. We try to hear everyone recognizing that there will be disagreement at time. We try to understand the issue and we don't push for a quick decision but rather a rich and productive one. If this all fails we go to a "super" majority (80 %) but in 20 years I've never seen that happen. I would also be willing to do research on any topics that may need more background understanding so that the group can make better decisions on complex issues.

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

Currently i have no conflicts of interest. However i must admit a bias toward having seniors be able to stay in Boulder when their homes become inaccessible both for them and their visitors ("Visit-ability").

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

First and foremost i believe in and am passionate about Boulder'd affordabel housing program (proven by my 19 years of involvement) My primary interest in serving on this board is to help ensure that decisions on affordable housing address the concerns of seniors in our community. Their housing needs are not so divergent from other people needs but often times, are over looked and not considered in the types and design of housing and of course, the affordability for seniors that are on fixed incomes. I would like to see all new construction of housing offering accessible units both for the residents and for visitors (visitability). I would like the board to discuss guidelines that offer expanded opportunities for middle range (80-120% AMI) housing. This opens options across all demographics. And perhaps, revisit the idea of a community supported tax (I worked on such a proposition in 2000 2A we lost by 1300 votes) that is designated to build affordable housing rather than placing the burden solely on developers to pay impact fees that go to pay for affordable housing. This has unintended consequences such as driving up the cost of housing and retail space that will in counterproductive. If Boulder's desire and mission is to provide affordable housing, then the "share" value should be supported by the entire community.

In addition there needs to be strong coordination between the City and the County on affordable housing and you can be an effective liaison between City and County needs and objectives. AA Housing Committee has a good track record of advocacy and being on this board; you can focus and coordinate efforts in this area.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Critically look at the current policies and regulations around affordable housing and try to find creative ways to open channels for opportunities to develop affordable housing and remove barriers that hinder those opportunities.
2. Develop design guidelines that require some portion of all new construction (or redevelopments) to be accessible for disabled and elderly that would like to age in community. And that new and redevelopments offer more "down-sizing" options so that vulnerable populations aren't forced to move outside their communities where their critical support systems are broken.
3. Creative housing options that allow for new paradigms on living (i.e. inter generational, multi- generational families, house - sharing).

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

I'll try for two here

Not to beat a dead horse into the ground but since accessibility is a big issue (my stated bias) perhaps the City could use some of its cash in lieu funds or try to raise money from a small tax to provide grants to worthy applicants who are being forced out of their inaccessible home. One other item: Since I am adverse to building ghettos in Boulder (all market or all affordable) perhaps the City can use its influence and bargaining power to discourage off site building which does create ghettos. Also I hope that the cash in lieu fund doesn't do the same.

8. How have your past and current housing situations affected your life and perspective on housing issues?

When i first moved to Boulder in 1999 i rented for a year. The apartment looked good but it was environmentally unsustainable (heated by electric, poorly insulated and not solar positive) it was freezing in the winter

I then lived for a year in an affordable unit at Iris Hollow where many of the units were purchased by friends and employees of the developer. The construction was shoddy and i spent thousands of dollars on air filters to unsuccessfully mitigate the air pollution coming from the crawl space.

I then spent 6 years in a middle income unit at Nomad Cohousing in N. Boulder As i aged the unit in this wonderful intentional non- accessible community became harder and harder to navigate (Given the steep stairway in my unit and no bathroom on the main floor) i was one fall away from not being able to live there. I tried to get the City to help me make it more accessible to no avail.

In 2008 I moved to an accessible "market rate" (at great risk to my retirement plans) unit in

another cohousing community (Silver Sage Village) what a relief knowing that i can age in community until I could no longer live independently.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

The current housing stock in many neighborhoods around the City reflects a traditional and for the most part desirable sense of what a community should look like. However, there are areas in Boulder that are more adaptable to creative housing solutions without causing too much discord to the public. I think their are still "in-fill" sites that could offer opportunities for more creative living solutions. The private public partnership model is probably the most effective way to increase the number of affordable units in the city.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; laurarich5@gmail.com](mailto:laurarich5@gmail.com)
Subject: Housing Advisory Board Application
Date: Friday, February 16, 2018 9:55:36 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Occupation: entrepreneur

Place of Employment / Retired:

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. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

The latest election highlighted heightened tensions around development in Boulder and the

housing available to a range of citizens. I'd like to help find solutions toward making Boulder accessible to a diversity of residents, which in turn will strengthen the ability of local businesses to hire locally and put money back into the local community.

6. What should this new advisory board's top three priorities be and why have you chosen them?

- * Evaluating affordability living programs, finding creative solutions in line with the accessory dwelling unit initiative and multi-family housing.
- * Working with Transportation Board to align goals around housing accessibility/affordability.
- * Expanding work/live spaces.

Boulder has long been celebrated for its inclusiveness. Without solid long-term housing plans, this will be further eroded.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Inclusionary Housing Update needs evaluating terms to ensure developers more aggressively fulfill these requirements. The 2018/19 plan seems to be focused on moving in this direction.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I am a lifelong renter in three states. I know that renters are just as committed to their communities as homeowners, and they are an important constituency that make communities diverse and accessible.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

More collaboration with other boards such as Transportation; more communication with neighborhood associations and developers.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; ml@studiopoints.com](mailto:ml@studiopoints.com)
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 1:07:50 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Occupation: Architect, Environmental Researcher

Place of Employment / Retired: Studio Points Architecture + research

Do you reside within Boulder City limits?: Yes

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

My skill sets and qualifications include:

Skills: researching, presenting, collaborating, communicating, listening, writing, holistic thinking, teaching, confidence in a creative process, bi-lingual (english-spanish)

Qualifications and experience:

Current: Licensed Architect State of Colorado; LEED Accredited Professional; long time practicing architect in Boulder; sustainability researcher; appointed member of Boulder County Cultural Council; Newlands neighborhood ecopass coordinator.

Prior: appointed trustee Boulder County Housing Authority, member and chair; architect with Brothers Redevelopment in Denver doing affordable low income housing in inner city; lecturer and instructor at CU Architecture ENVD teaching design studio; GOBoulder's consultant for coordination of city-wide ecopass renewal.

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

N/A newly formed 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 am a member of the Boulder County Cultural Council (BCCC), appointed by Boulder County Commissioners through an interview process. Last June 2017 the BCCC was caught in a funded organization's controversy and a special BCCC meeting was held to determine if the organization in question's controversy would impact our proposed funding plan. Seven of the eight BCCC members were in attendance. The organization in question presented its side of the controversy, we listened and asked questions then the organization in question left. Council discussion ensued. Five of the council members were inclined to reverse or eliminate the proposed funding based on their personal feelings of discomfort with the situation, two of us were not. I reminded the group that our role as an appointed citizen group was to consider facts and actions and that perhaps our personal feelings were not a good measure for making a decision. The organization in question had come to us with stellar due-diligence and process and I spoke up for the fact that professionals had weighed in and we could not justifiably

circumvent their conclusions. After more discussion where those feeling discomfort considered my points, the group came back for a vote and unanimously chose to allocate funding as had been originally proposed. This was taken to the Boulder County Commissioners who backed our conclusion and accepted our allocation proposal. Listening without preconceptions, being respectful, and the ability to clearly make a neutral point were useful in bringing this potential conflict to a good conclusion.

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

I am an architect practicing in Boulder. Conflicts of interest should be disclosed and openly considered in light of how it might affect the subject at hand. Clearly, in any situation where there would be monetary gains as a result of recommendations, there should be recusal.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I am so enthusiastic to serve on this newly formed board! I am passionate about life in Boulder and deeply knowledgeable about housing and I see this board as being instrumental in untangling complex housing decisions for both the public and council. I bring a big aspiration for this board to model holistic thinking in that housing is something everybody is affected by and it is inherently interconnected and impacts everything else including where we work and shop and play and how we traverse our city. My skills and background will be put to good use!

6. What should this new advisory board's top three priorities be and why have you chosen them?

The city has some profound housing goals. I would hope that HAB's priorities would include priorities that range from macro to micro:

1. An overarching priority might be to have the board develop an intimate knowledge of the BVCP in order to empower the board with a holistic perspective on Boulder's housing concerns. When singular issues are considered in light of the whole, the vitality of interconnectedness becomes available.
2. This board could also prioritize assisting in identifying communities that may be ready for a sub-community plan. Especially those that might make a significant contribution to meeting the city housing goals with new tools.
3. A third priority could be to look into capturing the inclusionary housing funds and associated linkage fees to bring greater inclusivity and diversity to all housing locations, including single family neighborhoods in the city core. As the IH program details, in the absence of interventions, large expensive housing takes over and a closer look at dispersing the funds more locally could move the affordable housing needle in places currently not benefiting from this program.

In addition to the specific gains each priority would bring, I have chosen these three priorities because they would build from providing a clear understanding of the guiding plan to a city-

wide application and then to a specific tool, setting in motion the ability to holistically consider housing responses.

7. Select one of the City of Boulder’s housing initiatives and make a recommendation for improvement.

One of the more progressive housing initiatives the city has recently taken on is middle income housing. This housing sector is the most overlooked in all cities across the nation. Data for the city of Berkeley showed that from 2007-2014 less than 2% of the building permits issued were for moderate income houses. Boulder’s middle income housing goal to build or preserve 3,500 middle income homes by 2030 is encouraged to be approached with boldness “because of the tremendous need for middle income housing in Boulder, a middle income housing goal should be ambitious and inspire the innovation, creativity, and focus to do as much as possible.”

My recommendation for improvement on this ambitious undertaking is to –in fact- be bold. The language in the BVCP and the Middle Income Housing Strategy inspire action that will take leaps yet in actuality we are timid. We could make a determined effort to create, support, and implement avenues for innovation and creativity to shake up the direction of housing in our city.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I came to Boulder in 1977 as a renter, rented a room in an apartment then rented a duplex with my husband.

I became a homeowner in 1981, bought an 800 sf house in Newlands on a lot and a half, today the house is 1900 sf with 500 sf of that an ADU, I have a studio in what was the detached garage and the detached former chicken coop and coal shed are storage buildings, the vast majority of my land is open with native grasses and wildflowers.

I have been a renter, a homeowner, and a landlord, each reflecting the opportunities available to me at the time. I have developed a deep appreciation for the land, for our housing crisis, and for the city that I love and to which I am committed to contributing to its continued vitality for all.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

If we were to look at all the underused land in Boulder, for example strip malls and single family lots, I think we would find a surprising amount of opportunity to do thoughtful interventions that would accelerate diverse housing types in the city. Research on ADU/OAUs has shown that small second houses are cheaper and quicker to build than housing projects. They use existing infrastructure on-site and in the community, as would expanding the uses on strip malls. In Urban Acupuncture, James Lerner notes that in all innovative cities that succeed in making a change, it takes a spark to set off a transformation. The sparks to accelerate new housing in Boulder can be found by looking at underused land.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; drozinus@yahoo.com](mailto:drozinus@yahoo.com)
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 4:31:36 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Occupation: architect

Place of Employment / Retired: consulting

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?

I assisted with the cohousing development in Longmont, CO
- this included community engagement, review of annexation documents, Longmont MuniCode, re-zoning process.

I have completed a course at CU on housing guidelines and policies. Guest presenters were Betsy Martens (read a number of her articles); Manager of Boulder Homeless Shelters; Jim Leach. I reviewed work and role of Boulder Housing Partners. I have attended forums and conferences hosted by ULI Colorado and RMLUI (DU).

I lived in a variety of housing situations/accommodations.

My husband and I are raising two children in Boulder.

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

I attended a number of City Council Meetings that focused on housing middle income population; Form-base code and design excellent engagement events; Housing Boulder work group public presentations - community experts were quite sharp!

I have attended a presentation on local/ regional demographics by the State Demographer

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

My example is a Cohousing group meeting that targets community building:

If feasible create a vision and a mission to refer to when necessary;

Invite an experienced facilitator who will make sure everybody is heard and monitor time and progress on agenda;

use language and terminology that is understood by all;

establish central place for updates and referenced documents

agree on approval method: consensus or vote

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

board.

None

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

Housing is a primary necessity as well as top item on a family budget.

Housing policy decisions have a profound long term effect.

I appreciate that City Government is committed to support and guide housing policies.

According to City Council: the new HAB should accelerate implementation of Housing Work Plan 2018/19

which represents immediate tasks. I believe I can contribute towards integration and assessment of resources.

I also would like to expand context to infrastructure and utilities.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Balance of jobs and housing supply

It addresses congestion, parking, supports mixed-use development and evaluation of existing and proposed neighborhoods.

2. Accessibility - needs a proper response to the demographic trend;

it requires an interdisciplinary approach. Covers aging in place, services, diversity etc.

3. Pilots: convincing examples of FBC application and acceptance of a new urban fabric @ 30th & Pearl Redevelopment have a potential to be a case study and a pilot to be evaluated.

TOD, parking, multi-modal concepts are put to the test.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Partnerships

....With CU University (more transparency, more collaboration

sustainability, consider that student+CU employees represent substantial demographic sector; they can be either residents or commuters.

... with developers

building height limit: need to consider new height approval for master-planned developments like East Arapahoe;

potential of urban agriculture and education on intensive indoor agriculture (Land Use, Local Economy conversations)

8. How have your past and current housing situations affected your life and perspective on housing issues?

Different stages of life require different housing options. I grew up in a typical 9-story housing block from 1960-s

in the fringe area of St. Petersburg, Russia. I was comfortable and I had my own room - I knew it was a privilege.

In 1990s I lived in Chicago Northwest suburb and traversed Highways #90/94/294 (I don't miss that part), then I lived in a student rental in Urbana-Champaign, IL. As a young professional I occupied a 390 sqft studio apartment (I was a renter) in a lively established ("historically- TOD") neighborhood of Chicago - it was a perfect match at the time. My priority was always to optimize my commute to work. I was also looking for the neighborhood identity. I was really good at locating and taking on tight minimalist parking spots. Admittedly I was quite spoiled by the quality of Chicago architecture. Later on in 2000's I had a chance to experience living in Santa Barbara, CA -> Princeton, NJ.

When we became homeowners in 2009 for the 1st time, we had to budget a lot of money towards maintenance; we found out that proximity to a neighborhood playground would have been a huge benefit to a family. Last year we lived in Princeton, NJ during my husband's sabbatical year. We lived in a 3 bedroom apartment, walking distance to work, surrounded by a car free open space and bike paths. There was a community house and a community piano room, and laundry facility within a 3 minutes walk. Maintenance was included. This represented to us the terms of ultimate luxury: carefree, comfortable; optimized space and resources.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

There are good prototypes that were developed 20 years ago and matured well. I have been visiting Holiday Neighborhood in North Boulder. I really appreciate the thoughtful masterplanning that includes diverse housing types, narrower streets, live/work settings. Businesses and transit on Broadway create space for services and access. I like shifting value to common areas. Not the least effective is a continued support of creative economy, place making.

Beautiful (native) landscape. I would focus on quality public places, reliable transportation alternatives. This would support diversity.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); wildernesspixie@gmail.com
Subject: Housing Advisory Board Application
Date: Friday, March 2, 2018 3:10:49 PM

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Place of Employment / Retired: Principal @ Group 2 Design/semi retired

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Jul 1994

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 principal in my firm (graphic & marketing solutions) I assessed clients' situations and positions in the marketplace, crunched data and made recommendations. In short I was responsible for seeing my clients' big picture situation and base my solutions on research and analysis. My MBA prepared me well and my experience has made me an expert. After leading my firm for 24 years I have refined my skills in (among others) research, information evaluations, strategizing and prioritising, financial matters and responsibility, sale of my recommendations, mapping out timelines for implementations and oversee the changes that needed to be done.

My degree in Communications and my experience in graphic brand solutions made me an expert in forging ideas towards success and resolution.

As a board member and president for my local HOA I learned to listen (even better), prioritise community needs, make decisions on funding, work in groups, organize and coordinate, compromise and laugh (even more).

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

I have not worked on any of Boulder's advisory boards, including this one, but I have been involved with a Boulder housing development issue and was inspired by our government workings and process. During those years in front of the Planning Board and City Council I became more empathetic for our quest of wanting and needing affordable housing and how hard and frustrating the implementation of that can be. I would be proud to be part of Boulder's solutions.

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

There were many disagreements while I was on the board of my HOA and while I was president I used the following techniques to come to a consensus:

1. Clarified the disagreement and conflict with the group so we all understood it to be the same
2. Proposed a process for resolution and attained from members an agreement and commitment to achieving one

3. Allowed each member to justify their position with specifics
 4. Initiated an analysis and evaluation of each position justification without bias
 5. Discussion followed
 6. We all took a break, sometimes short, sometimes days or weeks.
 7. Reassembled and took count to see if now we had agreement. If not we went back to step 3 and did it all over again until we did achieve agreement.
- Once agreed we congratulated ourselves and each other. :)

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 conflict of interest with this board.
If any board member would have a conflict of interest I feel it best for that member to reclude themselves from specifics.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I understand how hard it is to achieve our goals of affordability, diversity and accessibility in housing and the problems we are trying to solve. However, these goals can be achieved, and I would be proud to be part of that process.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Affordability - housing has become ridiculously expensive driving away middle and lower income citizens who have lived here all their lives or a good chunk of their lives and now cannot afford to stay. There are solutions for this.
2. Low income housing - we need more brainstorming and out of the box solutions to Boulder's big issue. This can be achieved.
3. Umbrella plan - we need a comprehensive, agreed to and committed plan based on research, analysis and negotiations with a detailed timeline. Unless we have a plan with ways to achieve it and dates to achieve it by, not much will happen to get to our goals. We can agree.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Enable aging in place -
I volunteer for Meals on Wheels and deliver mostly to the older population in Boulder. I see how just this service alone helps our elderly stay in their homes. I envision a volunteer "friend" assigned to elderly people that live independently who they visit on a regular basis and assess their changing needs. These volunteers would know what services and help is available and partner the senior or their caretaker with the help they need in order for the senior to continue living independently; be it Meals on Wheels, volunteer rides to the store or

applications for reduced property taxes.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I am an immigrant. My parents came to this country when I was 8 years old and I watched my parents struggle to be able to afford life, including housing. I feel empathy for those in need. I watched my parents pull themselves up financially because of opportunities and help that was available to them. I rented here and now I owe a home in Boulder. I see what's possible with compassion and help.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

I feel that we need to "sell" our goal of diversity in housing by promoting it to the public. If the community as a whole is behind this, people will help it happen. It needs to be a mass effort with outreach, specific timed plan, achievement stories, measurement of progress and rewards. We must work at it together and then celebrate our successes.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi; ellwolf@indra.com](mailto:ellwolf@indra.com)
Subject: Housing Advisory Board Application
Date: Tuesday, February 13, 2018 2:13:35 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 1777 Broadway.

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

Name: Ellie Sciarra

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Occupation: Tap Dancer/writer/massage therapist

Place of Employment / Retired: self-employed

Do you reside within Boulder City limits?: Yes

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

Main qualification: January 2015 I began educating myself regarding the housing regulations/zoning in my North Boulder neighborhood, because of the tear down and rebuild of the house next door to our home by a local housing developer. The McMansion next door was the genesis of my diving deep into the issue of the middle income and affordable housing availability or lack of. I contacted and sent emails to both Planning Board, Council members and BVCP staff, wrote letters to the Camera, attended BVCP outreach meetings, met with Amanda Nagl in an attempt to organize my neighborhood, and spoke at council meetings to voice my concerns and get answers. I read policy codes, North Boulder Sub-community Plan of 1995 and our current BVCP, housing regulations (2008-09), articles and publications on growth and the impact on communities. My knowledge base is centered around a personal activism and connection to the land while answering the call to be involved on a local level. I would like to be the voice for the average homeowner impacted by our housing crisis.

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

Not directly. Only my personal experience of the 6,800 sq ft home built next door and the rules and regulations put in place in 2008.

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

Recently, I had to address a sticky situation that arose with our tenants. My husband and I are owners of a condo and as landlords we are responsible for any conflict that arises, whether between the homeowners association or other renters/owners in the complex. Having been contacted by another owner of a unit with complaints on several issues I listened long and carefully to her experience and her concerns. I reviewed the lease and HOA rules and regulations for any potential violations. Then I emailed our tenants addressing our concerns, stating the violation codes in both HOA rules and the lease followed by questions and a request to meet and have a conversation. Because I approached the situation with facts and a listening ear the conflict was diffused and the tenants realize better the impact their actions play in a community setting. One of my core values is communication and that is key to any

negotiations. Above all being respectful to another perspective or viewpoint is critical. Understanding the facts or rules/regulations in this situation was invaluable.

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. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I would like to serve as I feel I can be a voice for the average homeowner in a residential neighborhood that has been seriously impacted by the escalating pop and scraps, rising property taxes, and increased traffic. I would like to accomplish a re-evaluation and potential change of the land use regulations (FAR, height limits, etc) for housing that are forward looking addressing: affordability for future generations, climate change and environmental/water impacts, preservation of middle income housing stock and existing neighborhood character.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Establish policy (appropriate house size to lot size ratio) for preserving middle income housing. We are losing houses in the middle income range at such a rapid rate. The average price of a home in Boulder is now well over \$1 million. Developers move into the single-family home market and are depleting Boulder's 800-2000 sf houses and replacing them with 4-6,000+ sf houses.
2. Increase diverse affordable housing for a diversity of incomes and populations. Encourage innovation in housing development, Accessory Dwelling Units (ADUs) or Owner Accessory Units (OAU).
3. Moratorium. Take a breath, a pause. Find out the number of new home permits, houses demolished, folks selling out their high valued homes and leaving town, and housing developments already in the pipeline.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

1. Currently, developers do not pay their way. The current \$12 sf linkage fee for commercial development is too low. Even the city staff advised a \$15 sf fee. Adopt a change to \$35 sf linkage fee.
2. In July 1, 2018 25% of all new residential development will be required to be permanently affordable housing. What happened at Eastpointe was a travesty in displacing the very persons we want to be serving.
Each new development should be required to create affordable housing IN PLACE to create

diversity of housing types and populations. Right now most developers opt out and use the cash in lieu (CIL).

8. How have your past and current housing situations affected your life and perspective on housing issues?

When it is in your back yard you notice! As a home owner for 30 years I expect change but what was built by a developer next door totally shattered my sense of home and neighborhood and not for the better. Increased property value has increased our property tax, which is making it more challenging when we consider aging-in-place. Sadly, my husband and I have had many a conversation about moving outside the city limits.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

1. What land does the city own, besides the hospital that could be used for housing? I've heard the Boulder Airport is city owned and could leverage that land for greater affordable housing. Requiring new residential developments to build affordable housing on site (instead of opting out using CIL) will create a mix of housing styles blending a diversity of cultures and incomes. And, reduce regulations like FAR, height limit, setbacks to de-centivize developers from scraping existing small homes to build mansions.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); sarahjsilver@hotmail.com
Subject: Housing Advisory Board Application
Date: Friday, February 9, 2018 2:06:36 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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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: Alan B. Slifka Foundation

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Feb 2006

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 non-profit executive and active community member, I have the requisite skills for effective and inclusive decision-making: effectively framing challenges; careful review of the facts, risk-analysis and options; deliberative and inclusive dialogue among all stakeholders; thoughtful decision-making, and; effective communication of decisions to all parties. In Boulder, where neighborhoods deserve and demand a voice in defining and protecting their character, these skills are essential to the broad and deep discussion about Boulder's housing challenges and exploring, in-depth, inter-related and complex solutions. I am currently the executive director of a private family foundation. In this role, I serve as thought-partner to my five-member board and to our dozens of grantees to understand and address strategic, organizational, administrative, and programmatic challenges. I have served my various communities in a variety of ways. I served as a board member of American Forests, Blue Flower Fund, Jewish Women's Fund of Colorado, various Sierra Club Indian Peaks Group subcommittees, The Curriculum Initiative, and WITNESS, Media Advisory Committee. I also served as class agent for the Columbia University Graduate School of Journalism, Class of 1986. In Boulder, I am actively engaged in community organizing in the Whittier neighborhood and currently serve as a member of the 1440 Pine Street/Attention Homes Good Neighbor Agreement discussion group. I am also an active member of Together4Boulder, a coalition of neighborhood groups committed to a strong neighborhood voice in planning and directing Boulder's future.

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

My interest in serving on this new board is a consequence of my own experience - the Whittier neighborhood fight over 1440 Pine Street/Attention Homes. The Whittier neighborhood's frustrating experience with this project - a powerful, out-of-state developer, mismatched funding and permit approval processes, city processes that effectively limited a neighborhood's ability to determine its own destiny or protect its character, deeply contradictory BVCP guidelines - opened my eyes to a host of structural factors driving Boulder's current housing and development challenges. These structural factors are real - but they tend to be set aside while neighborhoods and developers battle over individual projects. It is time to take a more holistic look at Boulder's housing affordability (and availability) challenge and look for answers to the challenges that be-devil us.

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

As mentioned above, I am currently involved in the discussions around development of a Good Neighbor Agreement for the 1440 Pine Street facility. The Good Neighbor Agreement exercise began in disagreement and conflict. The neighbors, of which I am one, and the Attention Homes folks disagreed, fundamentally about the mass, scale, density and intensity of use of the project in the Whittier Neighborhood. The city approval process made matters worse. When given the opportunity to organize the neighborhood to participate in the Good Neighbor Agreement process, I put aside my frustration with the city process and worked hard to identify five great neighbors to join the discussion. I invited people who worked as psychologists and service providers to the demographic who will live at 1440 Pine Street, in the belief that if residents succeed, the neighborhood will also.

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

I can't think of any potential conflicts of interest.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I would like to serve on the HAB to help the city devise holistic solutions to the structural problems driving the housing affordability challenge in Boulder. Boulder is (or at least was) a town of neighborhoods. Unfortunately, the twenty-year focus on business development resulted in what can only be called "in-town suburban sprawl" - with negative consequences for neighborhoods, enormous competition for limited housing options, significant increases in traffic and a disappearing sense of place and community. I hope HAB will be a platform to move beyond silos - transportation, affordable housing, economic development, sustainability -- to develop creative, strategic and integrated solutions to our housing affordability and availability problem.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Reframe the housing question in Boulder: the challenge is housing affordability NOT just "affordable housing". Everyone except the wealthiest Boulderites, are challenged by Boulder's rent and sales prices.
2. Focus on Boulder's capacity to serve the entire continuum of housing needs: young adults, young families, singles, empty nesters, and retirees. Boulder's ability to be a vibrant community depends, in part, on its ability to be home to people throughout their life span.
3. Question the city's current jobs/housing balance. Our projected 3 to 1 jobs/housing balance is ridiculous. It has put Boulder on a path to be an office park surrounded by residences - with terrible traffic - rather than a community. I believe we need to rejigger this balance and

investigate how to "share the wealth" of Boulder's hoped for growth with the other towns in the County. What can Boulder do to support all Boulder County towns vibrant centers with adequate housing and jobs? Think of what this could do to: reduce regional traffic, reduce the pressure on Boulder housing prices and create vibrant town centers.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

Well, I will focus on what I know best: 1440 Pine Street. This project should have been far smaller - in mass, scale, density and intensity of use. There should not be a public restaurant given its potential to change the entire character of one of Boulder's most beautiful residential neighborhoods. But none of these improvements were possible given the funding and permitting processes under which the project was approved. So, with this particular project, my recommendation for improvement is to change the city processes. That said, I actually think you're asking the wrong question. We have to get away from the project-by-project mindset. All that does is set up the city and the developer to be in mortal combat with a neighborhood. This must change.

8. How have your past and current housing situations affected your life and perspective on housing issues?

Until I moved to Boulder - at the age of 49 - I was a lifetime renter. I worked in journalism, advocacy and the non profit sector and, while I was rich in ideals, I was poor in cash. I have rented in Philadelphia, Cleveland, Washington D.C., and New York City. One does not need to have "housing situations" to have a perspective on housing issues. Housing is a need. Boulder is struggling with the same issues that nearly every other city in America is struggling with: housing affordability. We are lucky enough to have the smarts to understand what drives these problems and the creativity to find ways to address those problems.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Oh, so many potential ideas. One I've already mentioned above: revise the jobs/housing ratio and develop a regional development plan that shares the projected jobs growth with the other Boulder County towns. A second idea - that is really on possible if we adopt the first idea: rezone some current commercial/business zones for residential development. A third idea: develop a community funding source to provide mortgages for home buyers willing to put their homes into a permanent affordable housing pool. There are likely many, many interesting ideas out there -- and we shouldn't be only looking at how to build more houses but what we want Boulder to be in the coming years.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); adam.swetlik@colorado.edu
Subject: Housing Advisory Board Application
Date: Thursday, March 1, 2018 4:32:09 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

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

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United States

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Mobile Phone:

Work Phone:

Email: adam.swetlik@colorado.edu

Occupation: Marketing Manager

Place of Employment / Retired: SparkFun Electronics

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Aug 2006

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 most relevant experience is the immersion in all aspects of our local government I received while running for Boulder City Council. I had to research and take stances on all of the most relevant housing topics being debated. I also got to talk to hundreds of city resident about their views on our current housing policies, including many students and young professionals who are underrepresented within our community. My employment as a marketing manager also has given me communication skills necessary to get messages out to our community about housing policies and why they are important. My employment as a bouncer has provided many years of conflict management experience that will be helpful when working on contentious programs. Most of all my personal experience living in Boulder as a renter for 9 years and savings for a down payment on a small condo is the most relevant of all, as it is the reality several people in my generation are facing.

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

This is a new board so I do not have any experience with it. I am a firm supporter of its creation as up to this point there has been no advisory board made up of community members to gather information and provide it to City Council. This has left a major hole where there should be a better feedback loop so that our Council is making decisions that benefit the whole of the community.

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

My work at SparkFun is very much team-oriented. Both in our marketing department and our larger business development group we have to develop ideas and prioritize their implementation based on what impact we think they'll have. This means there's constant contention as to what should be done. The most important thing to do in these situations is listen first, and let people get both their idea and its reasoning out. Making sure people are heard can help avoid conflict better than anything, as being dismissive is where most conflicts arise. After listening fact-based and rational decision making is required to avoid conflict. So long as everyone can agree on the relative importance of something through facts, then

weighing one decision against another becomes much easier. Often the second worst thing you can do is purely emotional decision-making. Finally it's important to track progress of any decisions so you can assess your process and make sure it's still relevant to what you're currently working on.

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 with this board.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I think it's important that we have broad representation at every level of city government. I ran for City Council because I have seen almost all of my friends have to move out of Boulder in order to find housing and start a family. My platform was based on the idea that you shouldn't have to work several jobs or over 60 hours per week just to remain a resident in Boulder. Since that appears to be a requirement it means there's a major imbalance in our city's approach to housing people and keeping Boulder unique. My hope would be to create and implement creative housing solutions for Boulder while addressing our jobs and housing balance. I want a Boulder where we can reduce our incommuters substantially and provide opportunity to allow more people to live where they work. I also want a future for Boulder that will not cater to only the ultra-rich, as this will remove diversity of all kinds and ultimately remove Boulder as one of the most innovative cities in our country. The best means to keep this from happening is reducing our levels of inequality in Boulder by implementing progressive housing solutions. If we can keep Boulder a place that provides accessible living spaces for most of its workforce, we will have a far more diverse and successful future.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Implementation of new guidelines for OAU's and ADU's. This should happen because it helps both people who are looking for cheaper housing options and those who have additional space and are trying to offset rising property taxes with another income stream. Better guidelines keep more people living in the city who otherwise may be kicked out due to pricing. This is also a solution that using existing spaces to provide housing, but also reduce environmental impacts per capita.

2. Exploration of a community-based loan program for first time home buyers. Right now the biggest barrier to entry in finding a home is the large down payment. The people who can buy housing already have large amounts of money and will often turn thee homes or units into rentals. Boulder has more rental options than purchasing options by far, and we need to swing the balance back. By having a community-based loan program we can ensure housing goes to people who want to make long-lasting ties to Boulder and aren't just purchasing to further increase the rental market. This would provide a great way to reduce inequality in our

community.

3. Working with the department of zoning to find spaces that are not best-utilized within Zone 1 and change their designation to open up more housing options. Currently we have a wealth of Class A business spaces that draw jobs, but do not provide housing. We need to look at all levels of options for Boulder to balance our jobs and housing imbalance, including zoning.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

The Inclusionary Housing Program is fundamentally broken for what it is trying to accomplish. Currently developers can buy out of the affordable housing requirements which they almost always do. This provides a great source of revenue for our affordable housing program, but with a lack of space to build it further segregates the city. The program either needs to increase the amount developers pay so it's not always an automatic option or remove the stipulation to reduce the segregation.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I was a renter for 9 years and an owner for two years here in Boulder. I was also a student for 4 years that had to deal with a relatively predatory and student-unfriendly renting environment. I would not be here if I hadn't purchased when I did as rental prices would have forced me out of the city. Even still it took those 9 years working through college and two jobs after college in order to afford a down payment on a 650 sq ft. condo built in the 1970's. That seems like a higher barrier of entry than an reasonable city should allow, much less one that touts its progressive policies. Boulder will always be a very highly sought after place to live and prices will always be higher than most places, but there are clearly imbalances in our city at many levels that are reducing the socioeconomic diversity here.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

I believe opening up a few of our current policies to change along with getting a more diverse group of people as decision makers is the first step. These changes will require community feedback from the community, and the best way to reach everyone is a diversity of leadership. We must also stop thinking that the Boulder we knew when we arrived here will always be the same. Looking at zoning, job creation versus housing needs, and unique programs that may not have been tried in other cities is the only way to maintain the uniqueness of Boulder while remaining somewhat accessible for the average worker.

10. Do you rent or own your residence?

Own

Housing Advisory Board Application

No Reply

Wed 1/31/2018 7:02 PM

To: Leatherwood, Heidi <LeatherwoodH@bouldercolorado.gov>; namiknows@gmail.com <namiknows@gmail.com>;

HOUSING ADVISORY BOARD

Annual Application 2018



Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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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?: 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'm a graduate of People Engaged in Raising Leaders, where I learned the fundamentals of how boards work and I met county commissioners and active community members. I'm currently enrolled in Family Leadership Training Institute, which is a civics class for adults and teaches leadership skills. I'm also on the board for Safehouse Progressive Alliance for Nonviolence, and in 2014 I founded a group called Boulder Parenting in Diversity. We engage in self-education in order to be more inclusive, affirming, and race-conscious parents.

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

This board is new, so I'm not sure how to answer, but I have had experience with Thistle, local landlords, and with trying to buy a home in the area.

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

Boulder Parenting in Diversity, which has almost 400 members, had a conflict last year when white supremacists walked through Charlottesville. Up until that time, we were pretty much left leaning but officially non-partisan. After all, the group was discussing white supremacy, which shows up even in progressive cities, long before Trump even announced candidacy, and we had predicted his win. Then several of our members experienced hate crimes after that march, so the admins decided to once and for all name the president as a white supremacist and clearly articulate a political stance. Some members didn't care for the mix of politics and parenting. The admins, who are racially and socioeconomically diverse, felt that supporting the most vulnerable people in a population - children of color in this case - was in keeping with group's mission. We weighed what the members who were privileged enough to separate parenting from politics would lose if we spoke up vs what the members who were being targeted by white supremacists would lose if we did not. We also recognized the need for somebody to advocate for those children, even if it came at a cost to us, loss of members and friends in this case, and potentially loss of credibility as a result. Of the 30 objectors, 10 left the group and 20 stuck it out and have come to agree with this stance.

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 conflicts of interest at this time

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I believe I represent several underrepresented communities in Boulder's housing discussions. I am a woman of color, a renter, and our income is just at the federal poverty line. As a parent, I also represent families with young children. To quote the Family Leadership Training Institute founder Eileen Forenza, "Families are the horizontal thread in a vertical system." We know, through experience, exactly what's working and what's not in our city.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Creating and maintaining affordable, mixed use, mixed-density communities
2. Housing the unhoused
3. Promote housing equity

7. Select one of the City of Boulder's housing initiatives and make a recommendation for improvement.

In addition to ADUs, I believe it is a good idea to start integrating gentle infill like duplexes and very small apartment buildings into neighborhoods.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I was raised by immigrants who, despite both having advanced STEM degrees, each worked more than one blue collar job to put me through private high school and an ivy-league college. I experienced homelessness as a child and as a young adult, and my family today can not afford a medical emergency or a bump in rent or we too will not be able to make rent- despite my straight As, perfect SAT score, and a BS with honors. In this way, I have learned never to believe in the myth of bootstrapping, nor do I believe any person is more deserving of any physical thing than another. As a parent in Boulder who rents, I am friends with other parents who are landlords. They tell me if not for the extra \$600 a month they make on their rental home, they wouldn't be able to afford groceries. I can commiserate because I am paying that extra \$600 to people like them and get my groceries from Efaa. They are still my friends, we still have love for each other, but I am convinced there's a better way to slice this pie. I also have moved a lot in my lifetime, and I've had difficulty maintaining friendships as a result. I have read studies which indicate this is true for many children who are forced to leave their homes and schools. I want my daughter to have a stable social life, unlike what I had, and whether it's a long term affordable rental or a home we buy, I am committed to giving this to her.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

Always consider people of color, seniors, children, trans people, and the disabled first. Base your housing decisions on their needs. When you remove the systemic barriers that impede your most vulnerable community members, you uplift everybody.

10. Do you rent or own your residence?

Rent

From: [No Reply](#)
To: [Leatherwood, Heidi; mfwallach@gmail.com](mailto:mfwallach@gmail.com)
Subject: Housing Advisory Board Application
Date: Wednesday, February 14, 2018 4:51:51 PM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

The Housing Advisory Board consists of five voting members appointed by City Council, including at least one renter and one homeowner. The initial appointees will be appointed for terms of one, two, three, four and five years. Future appointments will be for five-year terms.

There will also be two non-voting members, one appointed by Planning Board and one by the Technical Review Group.

The Housing Advisory Board will expand the city's capacity to develop and implement effective responses to Boulder's housing challenges, primarily affordability, diversity and accessibility, and accelerate progress toward the city's adopted housing plans, strategies and goals.

Regular meetings will be held on the fourth Wednesday at 6 PM in Council Chambers at 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 development/attorney

Place of Employment / Retired:

Do you reside within Boulder City limits?: Yes

When did you become a resident of Boulder?: Nov 2014

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?

With respect to my education, I received a BA from Yale University in 1974 and a JD from Columbia University in 1979. I spent a number of years in private practice as a real estate attorney in New York representing both private sector clients and public benefit corporations such as the Harlem Urban Development Corporation. Approximately 20 years ago I became a private real estate developer in New York, in which capacity I worked on multi-unit rental and condominium projects in the Tribeca, Noho and Flatiron neighborhoods of Manhattan, and the Fort Greene neighborhood of Brooklyn. Most of these projects were in districts subject to the jurisdiction and review of the New York City Landmarks Commission. I have also developed individual properties in Old Greenwich, Connecticut, and Boulder. In 2016 I served on the advisory committee to the Boulder City Council on commercial development/affordable housing linkage fees. I am a resident of the lower Chautauqua neighborhood and am familiar with the pressures that Boulder's neighborhoods are facing.

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

As it is new, I obviously have no prior experience with the HAB, but with respect to the subjects it will likely address, I have a substantial background in real estate development and real estate finance. My interest in housing issues dates back as far as my first year of law school, when I worked part-time for a New York State Assemblyman, helping to organize rent strikes (permitted under NY law), for low-income tenants whose landlords were not providing essential services. Working with other professionals I have designed housing, built housing, and sold and leased housing. I believe my background and experience intersect with many of the issues the HAB is likely to review.

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

Working within groups and resolving disputes is the stock in trade of both an attorney and a developer. Most disputes (although not all) are resolvable if one identifies the core values on both sides and tries to navigate through those areas where agreement is possible. Doing so in a manner that respects the other party is critical. Aggressive, disparaging behavior towards

others is generally not effective, and is always inappropriate. One also must be prepared to learn and to be open to a new idea or a better approach than your own. I have found this to be true whether representing a client in a commercial lease negotiation or negotiating with a non-performing contractor as a developer.

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

None at the moment and none contemplated at this time. Any future development activity in the City of Boulder would be disclosed and subject to appropriate recusal, unless cleared by the City Attorney.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

My desire to serve on the HAB stems from the interest I have had in housing and urban development throughout my professional career, and my desire to use my experience in those fields to benefit my community. My goal would be to contribute to the assessment of housing policy in a focused and non-ideological manner, and which recognizes and respects the unique qualities of Boulder that were the product of the foresight of previous generations. Boulder is a special place and I believe that it can evolve and grow without losing the unique qualities that give it character.

6. What should this new advisory board's top three priorities be and why have you chosen them?

To be frank, as this is an advisory board, its top priorities should be set by the Council. But as you are soliciting our personal views, I would suggest the priorities listed below. I have chosen them because they have the potential for funding or creating more affordable and middle-income housing and this is the metric by which the success of the HAB will largely be measured.

1) My experience on the commercial development/affordable housing linkage fee committee suggests that we reopen the conversation on the appropriate level of fees charged. That committee worked largely on the basis of reports prepared by consultants. Any future conversation should also have direct input from all stakeholders, including staff, the recipients of the funding generated and the development community. But I do think we should review if we have achieved the proper balance between commercial development activity and the mitigation of its impacts on housing and infrastructure.

2) There has been a great deal of discussion relating to the potential rezoning of industrial areas to residential to provide opportunities for higher density residential development. I think it is time to look at this in a more systematic manner, with a view to actually making some concrete decisions. These are areas that may be appropriate for experimenting with higher density or in which we can explore the use of different housing types (smaller units, coops) with less friction than that which occurs when they are thrust into older, more established neighborhoods.

3) Creation and preservation of middle-income housing. I do not know whether the January, 2018 home ownership proposal by Councilmen Yeats and Weaver is practical or administratively feasible, but someone should be examining it closely, whether it is HAB or staff.

The unifying thread of these priorities is to find practical means for taking action. During the Depression Franklin Roosevelt gave a speech in which he called for “imaginative and purposeful planning.” He went on: “Take a method and try it. If it fails admit it frankly and try another. But above all try something.” Obviously, our circumstances today are vastly different, but for me FDR’s words still resonate. We have a housing and affordability problem in Boulder, and future generations of citizens will judge us by the manner in which we respond to it.

7. Select one of the City of Boulder’s housing initiatives and make a recommendation for improvement.

I would suggest that the City conduct a review of its inclusionary zoning and cash-in-lieu policies. At the present time we are incentivizing builders to opt for the cash-in-lieu option, depriving market rate developments of the economic diversity that I understood to be one of the core purposes of inclusionary zoning. Building affordable housing off-site is better than not building it at all, but it is not the optimal outcome if we seek economically integrated communities. We should restructure the program to incentivize on-site affordable units, and make it less attractive to simply write a check. Even in rental projects, where the prohibition on rent control applies, we should seek to find a way to promote on-site affordability. For instance, could a developer fulfill its affordable housing requirements by voluntarily entering into a long-term lease (30 years? 50 years?) with BHP at a highly discounted rate for the number of affordable units it is required to deliver within its otherwise market rate project? BHP would then be free to sublet to qualified applicants at whatever rate it deems appropriate. If not permitted under the statute, why not, and what can we do to make it pass muster?

8. How have your past and current housing situations affected your life and perspective on housing issues?

I have experienced several types of home occupancy. I was a renter for 20 years in New York City before becoming an owner of a cooperative apartment for the next 20 years. Since moving to Boulder I have been an owner of a single family home. In New York renting is the norm, and is not viewed merely as a way station on the road to home ownership. Rentals are often occupied for decades, and are treated with the expectation of long-term occupancy. As a result of my experience, I believe in the importance of well-designed rental options for those who cannot afford to purchase, and may never be in a position to do so. Having said that, I believe that most people do have a strong desire for home ownership, and we need to make the possibility more accessible to a greater number of people.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

1) As the cost of land is the single greatest obstacle to the development of affordable housing, find more parcels of land to be acquired by the City and either donated or ground leased on a long term basis (in which case the City would retain residual ownership of the land) to developers who will commit to building projects that are predominantly affordable and middle income. Future annexations should also be viewed primarily in terms of their potential to create affordable and middle-income housing.

2) I am aware of the challenges posed by TABOR, but we should explore if there are additional funding sources that can be enacted to augment existing resources for affordable housing, particularly in an environment where the federal government appears to be withdrawing its support for housing subsidies. In a City whose citizens have taxed themselves for decades to protect open space, and in which every poll indicates that the affordability of housing is the single most important issue to the community, perhaps there will be a willingness to back up that commitment financially.

3) Faster approval process for developments that produce higher levels of affordability. Streamline the approval process generally, so that decisions – whether approval is granted or not – can be made expeditiously.

10. Do you rent or own your residence?

Own

From: [No Reply](#)
To: [Leatherwood, Heidi](#); rebecca.zinner@colorado.edu
Subject: Housing Advisory Board Application
Date: Friday, February 9, 2018 11:12:18 AM

HOUSING ADVISORY BOARD



Annual Application 2018

Date:

Staff Liaison: Jeff Yegian (303) 441-4363

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Occupation: Student/Graduate Teaching Assistant

Place of Employment / Retired: University of Colorado Boulder

Do you reside within Boulder City limits?: Yes

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

As a current graduate student at the University of Colorado Boulder who has been renting apartments in the city for three years, I believe I am in a position to understand the issues facing University students and tenants with regard to finding affordable, sustainable housing options in Boulder.

Another facet of my experience that may prove helpful is the time spent working as the Director of Public Programs of a public library. During the four years I held this position, I worked internally with both programming team members and the executive board to make decisions regarding the direction of the library. In addition, I would also work with and/or present to the town's Borough Council and relevant subcommittees on behalf of the library for things such as funding requests, collaboration for large-scale events, and addressing social issues (youth involvement, homelessness, etc.).

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

I was not aware of the formation of this Board until I received a notice stating that there was a specific interest in finding a student to serve as a member. Since then, I have read all of the materials available on the city's website regarding the intended goals of the Board and the research that was compiled about similar Boards in other cities.

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 previous position as the Public Programming Manager at the Ephrata Public Library, I helped to write a successful grant from the American Library Association which allowed our library to host the Smithsonian traveling exhibit, "Exploring Human Origins." The exhibit, which focused mostly on what characteristics make humans unique in the animal kingdom, also touched upon evolution, which, as I found out, is a very controversial topic in my small, mostly conservative Christian hometown. Before the exhibit even arrived, the announcement of our having been awarded the grant drew a significant amount of ire not only from certain community members, but also several members of our staff. These staff members cited their

deeply held religious beliefs when explaining why they felt uncomfortable working with the exhibit in our library. The situation got so heated during one of our staff meetings, that we had to adjourn early and the Executive Director, our Operations Manager and I were left scrambling, trying to figure out how to bring our usually tight-knit group back together for the sake of this exhibition.

Ultimately, we decided to appeal to the foundational principles of public libraries as being a source for all types of information (including information that we may not agree with), respect for each other's beliefs, and their duty to support all library functions. We had a formal meeting to explain where we were coming from and then, together, we were able to make a list of compromises on the issues that remained sticking points that still allowed everyone to perform the duties we needed them to in order for the exhibition to function properly.

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

I don't believe I would have any conflicts of interest, though I intend to keep the interests of students and tenants in mind. I do have some concern regarding a possible 5-year appointment, as I am unsure if I will be able to live in Boulder for that length of time, due to the rising cost of living.

5. Why would you like to serve on the Housing Advisory Board? What do you hope to accomplish?

I would like to serve on this Board so that I can represent the interests of those who may feel disenfranchised in this community due to the fact that they do not currently or cannot afford to own property in Boulder. I have lived in communities where renters are regarded as only temporary and not "true" members of the community. I feel that this is an unfair representation, particularly in a city where the barrier to entry with regard to property ownership seems particularly insurmountable. My hope is to shift the characterization of renters away from this line of thinking.

6. What should this new advisory board's top three priorities be and why have you chosen them?

1. Encouraging an increase of affordable rental units in the city.
2. Reevaluation of the city's policies regarding certain aspects of occupancy (ex. short-term rentals, number of unrelated tenants in a household, etc.)
3. Reevaluating tenants' rights.

7. Select one of the City of Boulder's housing initiatives and make a recommendation for

improvement.

I think that I would need to read more about the initiatives and have the opportunity to ask questions before I truly feel comfortable making recommendations, however presently I do think that the Permanently Affordable Homes and Boulder Affordable Rentals programs could be better advertised. I only knew about the programs because I happened to stumble across them, not because I knew to seek them out when I was looking for housing solutions. It also seems like this program could be expanded and public-facing communications should be updated more frequently.

I also think that the materials available online regarding the city's housing initiative could stand to lose (or at least, better explain) some of the jargon. These materials do not read as though they were intended for a general audience.

8. How have your past and current housing situations affected your life and perspective on housing issues?

I've had a unique experience finding housing in Boulder - especially considering that I found my first apartment remotely and I've been restricted to a graduate student income (many grad students are discouraged if not outright barred from seeking external employment). However, I feel that my experiences demonstrate that property management companies clearly take advantage of their tenants, particularly those that are students. Beyond rental costs, I have personally been evicted from an apartment for renovations without proper notification (and then told, when confronting management regarding the lack of notification, that I did not have any legal recourse) and had a property manager come into my unit unannounced to move and throw away personal belongings. Of course there could have been legal recourse in these instances, however students in these situations not only lack knowledge of what they are legally able to do, they also lack time and financial resources and therefore, often find that it is easier simply to move on. I think that Boulder needs to be made aware of the vulnerable position that many students living in the city find themselves in and address their concerns.

9. How can Boulder accelerate the creation of a diversity of housing types and addition of affordable housing within the community?

I believe that ultimately, the solution will come down to dedicating more money and other resources to the cause. Providing financial incentives to developers and landlords will more than likely be the only solution in a market where housing is in demand and people can afford to pay exorbitant prices. What that will look like is less clear, however I would need to do more research and discuss the issues with people better informed than me in order to form an opinion on what an appropriate course of action would be.

10. Do you rent or own your residence?

Rent