CITY OF BOULDER

2016 Annual Recruitment for Board and Commission Applications

Arts Commission

Appoint 1 Resident Member through March 31, 2021.
Alan O'Hashi
Benita Duran
Ellie Swensson
Jeptha Sheene
Kathleen McCormick
Kristin Demaree
Lynn Ida
Mark Villarreal
R. Alan Rudy

Beverages Licensing Authority

Appoint 1 Resident Member through March 31, 2021.
Alyssa Lundgren
Derek Staebell
Harriet Barker
Isaac Olsen

Board of Zoning Adjustment

Appoint 1 Resident Member through 31, 2019.
Appoint 1 Resident Member through 31, 2021.
Ellen McCready
Jill Lester
Juana Gomez

Boulder Junction Access District – Parking Commission (2 seats)

Appoint 1 Resident member through March 31, 2019.
Appoint 1 Property Owner Member through March 31, 2021.
****1 Appointee must be female****
Sue Prant
Eric Stonebraker

Boulder Junction Access District- Travel Demand (2 seats)

Appoint 1 Resident Member through March 31, 2019.
Appoint 1 Property Owner Member through March 31, 2021.
****1 Appointee must be female*****
Andrew Bush
Benita Duran
Catherine Hunziker

Boulder Urban Renewal Authority

Appoint 1 Resident Member though March 31, 2021
Dietrich Hoefner
Jerry Shapins
Pete Baston

Design Advisory Board

Appoint 1 Resident Member through March 31, 2021.
Charles Peter Rogers
Jeff Dawson
Jerry Shapins
Juana Gomez

Downtown Management Commission (2 seats)

Appoint 1 Property Owner/Representative Member through March 31, 2018.
Appoint 1 Resident Member through March 31, 2021.
Jerry Shapins

Environmental Advisory Board

Appoint 1 Resident Member through March 31, 2021.
Christina Gosness
Jason Vogel
Jennifer Shriver
Matt Kobzik

Housing Authority (2 seats)

Appoint 2 Resident Members through March 31, 2021.
Alan O'Hashi
Clair Levy
Dan Bowers
Nikki McCord

Human Relations Commission

Appoint 1 Resident Member through March 31, 2021.
Darren O'Connor
Duncan Honeycutt
Judith Landsman
Lauren Gifford

Landmarks Board (2 seats)

Appoint 1 Resident Member through March 31, 2021.
Appoint 1 Architect/Planner through March 31, 2020.
****1 Appointee must be male****
Alan O'Hashi
Eric Budd
Hollie Rogin
Joan Zimmerman
Jyotsna Rag
Mark Hafen
Matt Kobzik
Ronnie Peluiso

Library Commission

Appoint 1 Resident Member through March 31, 2021.
Dick Shahan
Jennifer Shriver
Joel Koenig
Juana Gomez

Open Space Board of Trustees

Appoint 1 Resident Member through March 31, 2021.
Alex Medler
Beth Bennett
Bradley Fontanese
Brent Johnson
Bridgette Braig
Curt Brown
Jaclyn Ramely
Joel Koenig
Mark McIntyre
Michael Conroy
Mitchell Smith

Parks and Recreation Advisory Board

Appoint 1 Resident Member through March 31, 2021.
Lori Fuller
Marcia Ginley
Tyler Romero

Planning Board

Appoint 1 Resident Member through March 31, 2021.
Harmon Zuckerman
Hollie Rogin
Jill Grano
Thomas Johnston

Transportation Advisory Board (2 seats)

Appoint 1 Resident Member through March 31,2019.
Appoint 1 Resident Member through March 31, 2021.
****1 Appointee must be female****
Andria Bilich
Anna Reid
Brianne Eby
Carmel Gill
Eric Gudd
Eric Gordon
Jennifer Nicoll
Johnny Drozdek
Julianne McCabe
Lucianne Conklin
Madeline Cohen
Marianne Gatten
Martha Friedrich
Martin Nuss
Michael Cody
Richard Collins
Stephen Haydel
Tila Duhaime

University Hill Commercial Area Management Commission (2 seats)

Appoint 1 Property Onwer/Represenative though March 31,2018.
Appoint 1 Resident Member through March 31, 2021.
Karen Gall

Water Resources Advisory Board

Appoint 1 Resident Member through March 31,2021
Derek van Westrum
Don Cote
James Saunders
Kate Ryan
Vincent Kirk

ARTS COMMISSION

Annual Application - 2016

Date
02/16/16

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

Staff Liaison: Matt Chasansky (303) 441-4113

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

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

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

First Name *
Alan

Last Name *
O'Hashi

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-910-5782

Work Phone (?)

E-mail Address *
adoecos@yahoo.com

Occupation
filmmaker

Place of Employment/Retired
self

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

5/15/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am an artist; I previously have served on the city of Boulder Planning Board; city of Boulder Planning Board liaison to the Landmarks Board; the city of Boulder Human Relations Commission; the city of Boulder Technical Review Committee; the city of Boulder Housing Working Group; Board of Directors - Boulder International Film Festival; Director of the Cheyenne International Film Festival and the Fast F.I.L.M. Making Festival and the Whistle Stop F.I.L.M. Festival

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

Yes - I produced a short docu-drama funded iin part by a Boulder Arts Commission grant. "Cordially, Georgia O'Keeffe" about the summer of 1917 when Georgia O'Keeffe and her sister spent time in Ward, Colorado.

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

I've had quite a bit of experience with city of Boulder Boards and Commissions and in all the years I served, I haven't been involved with any conflicts among board or commission members. But maybe there's something I don't know about the Arts Commission! I also happen to be a trained facilitator, which may be a skill that I bring to groups around me. I'm a lover, not a fighter!

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

At the current time, I don't have any conflicts of interest. If I apply for funding from the BAC, I would declare a conflict and recuse myself. Over the years, what I have learned and experienced is, if I feel like I have a conflict of interest, then I I likely do. I declare it, recuse myself, leave the room and wait for someone to come to get me after the deliberation and vote.

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

I'm a filmmaker and writer, but have knowledge and experience in the arts, generally. I'm more of a three-ring-circus artist. I'm writing two books, produced film festivals; music concerts; art shows; produced and written stage plays; played violin in a community orchestra.

If I do have a bias, it's favoring the individual artist who can leverage resources and make them go a long way.

I'm now producing two documentaries about the arts:
The New Deal is a Big Art Deal (working title) Some Post Offices constructed during the New Deal era are in danger. In addition to the structures, themselves are the public art that were commissioned by several New Deal programs and created by artists and sculptors to tell the stories of the times - social realism - through their art. This project has taken me to learn at the Thomas Hart Benton Museum and Home in Kansas City; to seven post offices in Wyoming and Illinois.

Art of the Hunt (working title) There continue to be artisans who create art related to hunting - Indian beadwork; hand made bows; hand made fishing rods and flies; tooled leather belts. The project interviews these artisans about their art and attached to those art forms are folk loric stories about hunting traditions.

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

I see arts and culture as an overlay to an entire community and should be an integral part of all aspects of the community and city government, as opposed to being just an 'add-on'. I also see arts a business and want to provide guidance to artists about that 'dark side' of the arts.

a) I tend to see more of a convergence among arts and culture, museums, historic and cultural preservation, parks and recreation, social and economic development. i like to take art to places where it isn't normally found. As an example, I played in a classical string trio. We took our act to local bars and played after Lions Club meetings. This was an audience that otherwise wouldn't have heard Mozart unplugged within five feet of them.

b) For the individual artist, it boils down to money. Like most places, there's too little money and artists scramble around picking up the crumbs that are on the ground. I'd like to see a clearing house for people who may want to donate to support the arts, particularly those who want to support individuals and broad grassroots arts groups.

c) The arts should be appreciated or celebrated where ever they are made. Art shouldn't always have to be taken to galleries or music happen in music halls, or plays in performance spaces. Arts can be exclusionary if they can only be enjoyed by people who can afford tickets to a symphony, or stage play, or movie.

People need places to talk about their positive and negative community issues and concerns and those conversations can take place within the safe space of the arts.

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

There are a number of multi-cultural organizations in town who are engaged through the city of Boulder Human Relations Commission. I've always thought there should be intential cross-pollination between the arts and human relations commissions.

This is a tight rope to walk because the trick is to avoid mixing up inclusion with tokenism. If the commission is invested in multicultural expression, then cultural competency should be integrated, not be an 'add-on' but integrated within all programs.

The surest way is to put diverse people into positions of influence so that they can be good gatekeepers, instead of being on the outside forcing the gates open.

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

This isn't a new idea, and there is no need to reinvent the wheel. There are any number of communities the size of Boulder which have public art programs and how they determine at what level they fund and what types of art that are pursued for indoors and outdoors etc. I was asked to make some video for a Wyoming State Park visitor center, as an example of non-traditional public art.

The state of Colorado has a public art program for its projects. There may be a way to use city of Boulder funds to leverage state public art funds for public art at construction projects in Boulder.

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

The 1% program also isn't new and there are numerous states and communities that have similar programs. It would be simple enough to contact a bunch of places and find out how their programs are set up.

Along that same vein, city of Boulder capital projects that are let for bid could include an option/requirement for public art that could be matched with the voter approved funding. Don't hold me to this, just an idea and a way to leverage the taxpayer funds.

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

ARTS COMMISSION

Annual Application - 2016

Date
02/18/16

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Staff Liaison: Matt Chasansky (303) 441-4113

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First Name *
Benita

Last Name *
Duran

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
COLORADO

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-447-2242

Mobile Phone (?)
303-350-6963

Work Phone (?)

E-mail Address *
bduran80304@comcast.net

Occupation
project consultant, independently employed

Place of Employment/Retired
Duran Consulting

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

7/1/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

-Over 25 years of experience in working on public art integration in public facilities - from DIA, to Dairy Center for the Arts,to new Denver schools
-As employee on City, worked on establishing the first lease and tenant agreements for The Dairy and staffed the establishment of the first tenants in the facility, including CATV;
-Recently served on selection committee for major art installation project at Denver central recreation center;
-Experienced in integration of art donations for large school district (Denver Public Schools);
-Extensive knowledge of Colorado art, artists, and history as a 5th generation native;
-Served on numerous non-profit community based boards and foundation in Boulder and Denver, including grant program structuring and award processing. Was once the president of the board of the Colorado Dance Festival.
-A consumer of the arts in Boulder - season ticket holder, gallery event attendee, film lover, art collector

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

I have been aware of the development of the recently adopted cultural plan - have followed it with interest and see the great energy and momentum behind this effort. My most recent direct experience has been in brainstorming discussions and project shaping for a project I envision (as a Newlands neighbor and community volunteer) related to the former BCH site on Broadway and building on story telling/memories sharing of the hospital. Utilizing this story telling project to connect people to a place that is soon to take on a different chapter of uses for the city's benefit, could help connect all of Boulder to the efforts of the city and engage many people in an opportunity to do something fun, creative and life generating on this site. There is interest in the arts community to pursue this and I have found this to be very inspiring. I'd like to be a part of the commission to be involved in these types of community engaging efforts throughout Boulder.

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

I have many experiences in working with groups that don't always agree. I believe what has made these efforts a win/win has been listening and learning about different views and in the end, producing a better outcome with compromise and balance. I strive for concensus-building conversations but know that they don't always work this way. I believe in hearing all voices and points of view and at the end of discussion, it comes to a vote, and I know that I can stand alone with a 'no' vote and move on to the next matter or project. I believe if the rules of engagement are clear on the front end, then a group can function most efficiently and effectively.

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

I have no potential conflicts of interest with respect to the work of this board. I think that board members should provide statements ofany potential conflicts on an annual basis; and if a member is a candidate for public office, they must resign from this and any other public/appointed board they serve on.

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

I believe in a previous life I was an acrylic painter and a novelist. Today and in 'real life', I am a Libra and thus a lover of the creative spirit and the arts -- all mediums and disciplines. I create clothing and fine meals. I craft many of the clothes I wear and have done so since the days of 'home economics' at my high school in Pueblo, CO. I am a skilled crafter in the kitchen. I love to create meals. Additionally, I am a collector of folk art and my home is filled with art collected in the southwest and throughout the world.

I find art to be a great way to build community and engage people from all walks of life. I appreciate people and the talents that they wish to share and would be sure all views were heard and considered. You have my word on this. To have the opportunity to help bring the Boulder Community together through the celebration, procurement, creation of art is what excites me about this opportunity!

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

Learning from the experiences and the priorities of the current BAC would inform my ideas on any of these areas. This would be a first step for me before jumping into ideas and brainstorming.

a) I would want to understand in depth the issues and perhaps barriers involved in/for visual and performing artists. I would want to engage in discussions about needs and vision and build a plan around these discussions.

b) I believe an open and transparent process of the commission encourages artistic innovation and support. Additionally, an efficient way to engage artists is key to success. Processes and proposals should not be cumbersome.

c)Understanding that there are public dollars involved in these efforts, I think it is important to be strategic in representing the investments in the arts -- to appreciate the fact that Boulder voters support arts initiatives and make these investments possible. I think there are many opportunities to broaden messaging and outreach to increase awareness of, participation in and access to the arts by linking to other department's efforts and integrating art into efforts like the BVCP, Resilience Forum, municipalization and to engage in a 'arts component' to inform, educate and engage with a slightly different/creative spin. Arts shouldn't be seen in a silo, and stand separate from the other departments/divisions of the city. I think it is an exciting time for Boulder in the arts and expression arena!

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

I think there are many ways to add and enhance efforts here. I believe in being accountable to the public's investments and would want to advise on broad communication and engagement at all levels. (Please also see response to 6c above which is related response.)

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

With great care and consideration..... I think there should be an informed and transparent process of engagement that the BAC participates in for this effort of the city. I would be willing to advise and assist in offering suggestions and feedback to the decision makers.

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

It is complicated by other pressing needs of the city and not sure it would be appropriate to presume that this would be the direction of the city/city council. I do bring experience and perspective in working on Denver's Percentage of the Arts implementation program, if that background information would be of interest in the future.

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ARTS COMMISSION

Annual Application - 2016

Date
02/16/16

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First Name *
Ellie

Last Name *
Swensson

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

Street Address

Address Line 2
Apt 208

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
404-663-0757

Work Phone (?)
303-443-4430

E-mail Address *
ellie@highlandcityclub.com

Occupation
Program and Content Director

Place of Employment/Retired
Highland City Club

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/5/2013

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have been leading and planning community arts and service projects and organizations since 2006. As a junior in high school I led the school's arts and literature magazine, Hurricane Katrina Relief trips, student newspaper, and creative writing club. This dedication to arts and service continued through my undergraduate years at Denison University (2007-2011), and since I moved to Boulder in 2013 to attend the MFA program in Writing and Poetics at Naropa University, I have been deeply involved in the Boulder arts community through planning events, community organizing, small press publications, and more. My experience ranges from managing budgets, creating effective agendas, delegating tasks, and planning group trips to booking professional speakers and planning, promoting and curating arts events including the successful monthly reading series called Bouldering Poets. After completing my MFA in 2015, I joined the Jaipur Literature Festival at Boulder Steering Committee and the Boulder Fringe Staff, assisted BMoCA in curating their Biennial of the Americas cafe performances, and have worked with members of the Boulder Public Library, CU Art Museum, and Boulder Creative Collective staffs on various program initiatives (both in the community and at Highland City Club). My most recent project is spear-heading and organizing the Boulder poetry community into a council to pool our resources and possibly pursue non-profit status. All of these experiences have given me the opportunity to collaborate and establish relationships with a wide variety of arts and cultural organizations in Boulder, and I believe the diversity of these relationships in addition to my professional and creative skills would serve well in committee discussions.

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

While I have yet to have personal experience with the Boulder Arts Commission, I have worked closely with groups that have benefitted from its resources. My main passion lies in helping artists connect with established resources, communities and infrastructures that can further their work, and by serving on this commission I hope to gain knowledge and experience that can help extend the BAC's reach and connect our thriving creative community to the multiple support systems our city offers.

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

Through my various experiences of conflict management, I have learned that a combination of deep listening and setting clear expectations is extremely effective. There is often a great deal of compromise that must take place for organizations to put initiatives into action, and being clear about that which cannot be compromised (i.e. the overall mission of the group, a set budget, etc) in addition to remaining open to those aspects that can adapt based on the community's needs is crucial. In my role as Program and Content Director at City Club, I have often come up against the limitations of hourly-paid staffing and overhead costs. I have worked with our City Club founder, manager, executive chef, and support staff to create a plan that allows us to provide events for community organizations such as Watson University, Jaipur Literature Festival at Boulder, Grillo Health Information Center, Boulder Creative Collective, CU Leeds School of Business, and BMoCA at a minimal cost while maintaining City Club's bottom line. I held meetings and assigned tasks within the City Club staff to establish our base costs and develop a culture of self-sustaining funds (instead of profits) then worked with the community organizations to create a format that met everyone's needs.

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

My strong personal and creative involvement with Boulder's writing community and its current goal of becoming a non-profit may seem a conflict of interest. This conflict, however, is mitigated by my demonstrated dedication to interdisciplinary collaborations and my passion for the creative community as a whole. I do not see the poetry community as a group that is in competition with other organizations, rather it is an emerging force that is actively seeking points on intersection and collaboration. I deeply believe that furthering the diversity of Boulder's arts and culture offerings is the first and foremost priority.

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

I strongly represent the poetry and literature communities of Boulder. As addressed in the previous question, I am proud of my leadership roles in the writing community, but I believe that leadership is all for naught if it does not also serve artists of all kinds in Boulder and the Front Range. There are struggles that all artists share: affordability of studio and event space, access to grants and professional development programs, navigation of government and educational resources, grant writing, fellowship and residency applications, and perhaps most importantly the need to feel in communication and collaboration with other creatives. These struggles are not exclusive to any discipline or level of artistry; they are felt across all mediums, all ages, all locales. While the majority of my experience lies within the written word, my efforts are always reaching towards the larger goal of finding and/or creating ways for all artists to come together and support one another to keep the arts alive and thriving in our community.

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

A) To support the visual and performing artists in our community, I think there is an ongoing need for affordable and accessible studio and event venues that needs to be addressed. Through my experience with curating Bouldering Poets, I have found an ever growing list of local businesses that want to host and support the arts in various ways. Before I led this project, however, I was completely unaware that so much support existed for artists in Boulder. I want to help individual artists and arts organizations connect with these businesses. I think Boulder Arts Week has an incredible database of spaces that support exhibitions and performances throughout their week-long calendar, but I would love to see this database extended on a city wide, year-round basis to facilitate relationships between Boulder businesses and artists. The issue of affordable and accessible spaces for artists is by no means particular to Boulder, but we have seen multiple opportunities lost to the aggressive housing issues our city also faces. The Armory project in North Boulder is a potent example of a potential arts space that was overshadowed by zoning and other restrictions, and we have also seen significant turn over in artist warehouses and storefronts due to dramatic increased rent and competition. I believe that this commission has the opportunity to help the artistic community navigate this climate and work to establish solutions that can work to strengthen the arts' physical presence in our city.

B) Artistic innovation is dependent upon collaboration. Establishing avenues for artists to find one another and create new interdisciplinary work is incredibly important. These collaborations also must push beyond conventional partnerships; EcoArts and its projects pairing scientists with artists is a great example of what can happen when different disciplines come together for a larger purpose of education and community engagement. The infrastructure of a database for businesses and artists described in part A is a great step towards building systems that empower a diversity of thought leaders and creators to be in conversation and create surprising, challenging, and necessary work that reaches a wide audience. Boulder is privileged to serve as a hub of innovation in a wide range of sciences, therapies, health and wellness practices, and artistic endeavors, and this wealth of passion and expertise must be tapped through connection and collaboration.

C) Awareness, participation, and access to the arts hinges on word of mouth and overall visibility. There is ample quantitative data that proves that advertisements (print and digital) do not do the trick. We are in the midst of a new marketing climate which values personal connection and narrative over commercial value, and while this new paradigm strongly aligns with the arts community it also presents a steep learning curve for individuals and organizations. The arts need to be embedded in the culture and a part of the daily conversation and experience of a city, and I believe the physical spaces I discussed in part A of this response in addition to the emphasis on collaborations in part B will help establish this presence in Boulder.

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

Multiculturalism and diversity are huge concerns for Boulder. We live in a city that is over 80% White and has a median household income that doubles the national average. Although I have only lived in Boulder for three years, I have seen racial and economic tensions rise in our community, and I believe that the arts has a unique and powerful responsibility to support expression and visibility of minority communities. I am particularly inspired by the work of the OneAction project in its emphasis on collaboration to curate a year of arts programs dedicated to the theme of immigration. I think that this group, as well as organizations like Boulder Fringe, who emphasize unjuried, accessible, and uncensored work from artists of all disciplines and involvement from established and emerging organizations alike are making great strides to close the gaps of racial and economic privilege in Boulder. I believe supporting and seeking out groups with these focuses, in addition to developing city-sponsored programs that address these specific issues of access and visibility, will elevate Boulder's artistic and civic engagements overall. The precise "how" of this process is malleable; it could be found in individual and organizational collaborations, public forums, themed exhibitions, interactive performances, and more. That "how", I think, will emerge through further conversation with commission members and community leaders because its efficacy hinges on a multiplicity of voices and perspectives being present and heard. It is my personal, professional, and creative experience that there is an invisible but very felt wall between minority communities and the arts in Boulder, and I would like to see this commission make active strides towards breaking this barrier.

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

First and foremost, the City should spend this money how the community most needs. As articulated in my previous answers, I believe the commission has a responsibility to increase access and visibility for minority communities and collaborative projects. I am not sure, but am anxious to learn, what the stipulations of "public art" are, but if possible I think these funds would serve the community well as an endowment towards public space in which artists could create, teach, exhibit and perform. The creation of a dedicated arts space that values accessibility for a diversity of artists and audiences would be an incredible contribution to the Boulder arts community. I believe that a place where the dynamic energies of creation and interaction are open to the public add exponential value to an arts culture and community. If "public art" is limited to stationary works or installations, however, I believe these projects should be focused on interdisciplinary, intergenerational, and multicultural work.

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

Based on the posted 2016 Boulder budget, 1% of the overall Boulder budget would be $3,270,000. I must be honest and say that with my experience as a recent graduate student, small business employee, and grass-roots arts event organizer, such a number is staggering to me, but it is an incredible source of inspiration and motivation. If that kind of funding is available, I would recommend the database and infrastructure development I described in earlier answers with a focus on physical space, collaboration projects, minority communities, and accessibility. Knowing first-hand the amount of events, workshops, publications and more that the Boulder writing community has been able to accomplish without any sort of established funding, I am confident that the arts community as a whole would be able to increase its reach exponentially with such a resource.

In order to effectively delegate these funds, I would focus first on web development to ensure artists ease of access to information and opportunities with established businesses and venues. Since this web and database development would only account for a few thousand of the overall budget, I would then turn attention to acquiring a city funded, rent-secured, multi-use space which could facilitate studios, workshops, and events with an established system of set rental rates, studio hours, and volunteer-based staffing for facilities. There are multiple buildings (especially old gas stations and auto-repair facilities) in Boulder that are currently available and could be easily transitioned into arts spaces at low cost because of their open floor plans. Throughout my involvement with various arts organizations in Boulder, I have been continuously impressed and inspired by their innovation and ingenuity to transform spaces. Based on this first-hand experience I know that flexibility, communication, and collaboration -- not square footage -- are the keys to make a facility work for a diversity of disciplines. $3,270,000, if thoughtfully and thriftily applied, is enough to establish a web infrastructure, a physical space, and a support system which can facilitate the kind of presence the Boulder arts community needs to thrive.

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

ARTS COMMISSION

Annual Application - 2016

Date
02/13/16

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

Staff Liaison: Matt Chasansky (303) 441-4113

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

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

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

First Name *
Jeptha

Last Name *
Sheene

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80301

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-881-4147

Work Phone (?)
303-449-7000

E-mail Address *
jsheene@jepthasheene.com

Occupation
Real Estate Agent

Place of Employment/Retired
RE/MAX of Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

3/1/2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Training/Education: I studied ballet, modern and jazz dance from a young age. I also studied painting and commercial art at the Colorado institute of Art in Denver. Later, I specialized in fashion design at the Fashion Institute of Technology in New York City.

Experience: An important part of the experience I bring is that I grew up in Boulder in the 1980s with a mother who is a fiber arts professional, who nurtured a love of creativity and of the arts of all kinds. My perspective is also informed by having lived in two major cultural centers where the arts are held in high regard, New York and San Francisco.
I worked as a photographer's stylist on advertising, on publicity for Mesa College, and on an awareness project involving the homeless for United Way.
In New York City, in the fashion business, I was involved in designing, merchandising and coordinating the creation of special products. I worked closely with a design team to create new lines of clothing and accessories.

Arts commission board service: I served for several years on the Board of the City of Grand Junction Commission on Arts and Culture. This Board was responsible for promoting diversity in the projects it supported.

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

My interest was again sparked by the recent exhibit at Boulder Museum of Contemporary Art (BMoCa) by Susan Wick: Wild Women Never Get the Blues which used everyday objects to create playful art. I am also pleased to see the Free Saturdays program which encourages the public to view art.

Five years ago I returned to Boulder, where I grew up. Being back in Boulder also has inspired me to continue engaging my passion for bringing art to a broad public.

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

I have extensive experience negotiating contracts and working to bring parties together for a successful deal in my 13 years of work as a residential and commercial real estate agent. I find that modeling clear communication, ensuring that both sides are truly heard, and clarifying goals, with a set time frame for completion, are keys to achieving agreement. I have a reputation in the real estate business for being an exceptionally creative facilitator, and for my success with unusually challenging deal circumstances.

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

I am aware of no conflicts of interest.
I believe Board members should remove themselves from decision-making votes and from exercising influence on any matters where therare possible conflict of interest concerns.

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

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

I am an enthusiastic audience member.

As an arts lover, I would say that I am responsive to and can advocate for a range of the arts: theatre, literature, dance, fiber arts, fashion design, painting, sculpture, music and photography, for example.

Since I appreciate many art forms, it is natural for me to consider the needs of the entire art community. I want them all to flourish.
As a woman, I am sensitive to the still imbalanced, male-centric art world bias.
Integrity is a key calling card in my work as realtor. This is ongoing training in fairly considering and balancing diverse needs.

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

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

I would suggest support for:

i) Traveling public-space performances of music, theatre, poetry, mime and dance. Possible settings would include the 30th street mall, parks, retirement homes, schools and grocery stores.
ii) Changing exhibits at public and highly trafficked private spaces such as building lobbies to expose art to people who might not go to a museum.
iii) Juried shows to encourage and reward artistic innovation.
iv) Integrating art events into public ceremony agendas. These might be poetry readings, brief theatrical performances, and so on.

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

Multicultural expression and participation can be promoted most fundamentally by defining clear goals and guidelines as part of overall policy.

I think it would be interesting to combine multiple artist's work from different cultural backgrounds in one exhibit/performance with a focus on how each of their cultures inspired and influenced there work.

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

Spend the $600,000 on art commissioned for publicly owned high-traffic locations where Boulderites pass by—along pathways and in parks, for example. The art commissioned should ideally invite the viewer/auditor to engage by being in some way interactive and dynamic.
The Denver airport is a successful example of integrating art into a highly trafficked space--in floors, walls and ceilings, although some of it might be more interactive.

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

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

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

We should provide affordable or free workshops to all age groups. A focus sometimes missed is re-introducing adults to their own artistic side and encouraging them to express or return to passions they may have had as a young person.

In summary, funding should support the interest of the young, support artistic production for public works, support all ages as amateur creatives, support artistic awareness, and encourage all age groups to be audience members and art appreciators.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
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ARTS COMMISSION

Annual Application - 2016

Date
02/17/16

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Staff Liaison: Matt Chasansky (303) 441-4113

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First Name *
Kathleen

Last Name *
McCormick

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-442-8020

Mobile Phone (?)
303-817-2088

Work Phone (?)
303-442-8020

E-mail Address *
fonthead@indra.com

Occupation
Writer/editor

Place of Employment/Retired
Fountainhead Communications, LLC

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

5/1/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Thank you for this opportunity to apply for the Boulder Arts Commission. I respectfully request City Council's support. I understand the importance of arts and culture to the economic, environmental, and social aspects of creating a sustainable Boulder, and I believe I have the skills and experience to make a valuable contribution to the Arts Commission. I support the goals and strategies of the Community Cultural Plan and I look forward to helping the city achieve the plan's vision.

As co-founder and principal of Fountainhead Communications, LLC, I've worked since 1995 as a writer, editor, and editorial consultant for nonprofit organizations, professional firms, and public agencies, with a focus on the design and development of livable, sustainable, and resilient communities. I've written many articles and special reports for the Urban Land Institute, as well as books, reports, and master plans for government agencies and nonprofits (these include the 2006 Parks and Recreation Master Plan for the City of Boulder). I was a journalist for 12 years in Washington, D.C., working as an education reporter/editor, contributing editor for Preservation, and a senior editor at Garden Design. As a freelance writer, I've written for The New York Times, USA Today, Planning, Landscape Architecture, and other national publications, and have won several national awards for reporting and writing.

I earned a Masters degree with honors in Journalism at Boston University, a Bachelors degree with honors in English at Boston College, and earned credits at the School of Irish Studies in Dublin. I've been an instructor of Design Communications in the graduate program in architecture, landscape architecture, and planning at the University of Colorado-Denver, and instructor of Advanced Editing at Georgetown University. I'm also a certified Master Gardener. My professional affiliations: The Urban Land Institute, ULI-Boulder Steering Committee (2009-present), Congress for the New Urbanism-Colorado Board Member (2012-2015)

My arts, education, and civic leadership in Boulder includes serving as a Cantabile Board Member (2012-2015), Newlands Neighbors Association Co-Founder, Steering Committee, and Newsletter Editor (1993-2003), Boulder Valley School District Parent Advisory Committee (2000-2003), Foothill Elementary School Improvement Team (1997-2007: Co-Chair, Principal Search Committee), Centennial Middle School Leadership Team/PTO (2004-2010). I've also volunteered for organizations including Boulder Food Rescue, the Emergency Family Assistance Association, Boulder Shelter for the Homeless, Boulder High School Adalante Program, and (currently) Intercambio.

I have experience with writing and reviewing grants; these include successful grants from the Science and Cultural Facilities District (SCFD) and for an elementary school landscape project. I also was a judge for several years for a national education reporting awards competition.

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

I attended the 1.17.16 Arts Commission meeting at which large grants were awarded for 2016, and was impressed both with the depth of talented and deserving arts organizations considered for these grants, and with the thoughtful observations and hard work of the commission members in choosing grant recipients. I've enjoyed discussing the arts in Boulder with friends and colleagues who have been on the commission. I participated in the Community Cultural Plan's "culture kitchen" activities and summit, and I support the plan's goals of for investing in and creating awareness for arts and culture organizations for the benefit of Boulder's creative identity, enrichment, economic development, and sustainability. As a creative professional, amateur but avid choral singer, and Boulder arts supporter, I have experience with many of the kinds of arts organizations and services that the commission oversees.

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

I've been involved in numerous conflict situations on professional and community boards and as a BVSD parent advocate and school representative. I've found small "listening" circles helpful for boards and for smaller-scale discussion in large public meetings. Everyone at the table has a minute or two to express their ideas and concerns about a specific issue; someone takes notes and recaps what we all "heard" and then mediates a discussion about areas of agreement and solutions for bridging the disagreement gaps. Or a facilitator (could be the chair or another skilled person from the group) records expressed ideas and concerns for follow-up research and discussion. I've also found physical movement helpful to change up the at-odds energy of a group; brief stretching/movement breaks and, if appropriate for the group, standing or walking meetings encourage fresh perspectives and solutions.

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

I'm familiar with the Boulder Revised Code rules regarding conflict of interest, and I believe I would have few conflicts. I would recuse myself from any decision involving "substantial interest." Depending on circumstances, that might involve a potential grant or other assistance for Cantabile, the community chorus in which I sing. I also have a family membership to the Boulder Museum of Contemporary Art (BMoCA). If needed, I could drop my museum membership, but not my participation in Cantabile.

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

Since moving to Boulder 23 years ago, I've been involved continuously in Boulder's arts community, primarily with choral groups, but also through participation in a variety of arts organizations and events. My husband and I have raised two children (now 23 and 20) in Boulder, and I'm familiar with arts offerings for kids and families.

I've sung for several summers with the Colorado Music Festival, 12 years with the Bach Festival, one year plus additional performances with Ars Nova, two years with the Boulder Chorale, and for the past five years have been honored to sing with Cantabile, an auditioned 40-member chorus in Boulder. I also served on the Cantabile Board of Directors (2012-2015). I previously sang for many years with the Chorale Arts Society of Washington (chorus for the National Symphony Orchestra), and with a chorus in Boston, so I'm familiar with the joys and challenges of presenting compelling and successful arts programs in bigger cities as well as in Boulder.

As a professional writer/editor, I'm always interested in literary events, such as the Jaipur Literature Festival in Boulder last year (which I loved) and Boulder's One Book program a few years ago. I've been an avid supporter of the Colorado Music Festival, Boulder International Film Festival, Boulder Philharmonic, KGNU, Shakespeare Festival, Fringe Festival, Open Studios, and First Friday gallery tours. I see most exhibits at BMoCA and many exhibits, performances, and films at the Dairy Center for the Arts. I attend arts events in Denver—festivals, opera, and as a member of the Denver Art Museum and the Museum of Contemporary Art--as well as concerts throughout the Boulder-Denver region. I also seek out arts and culture venues when I travel for work or leisure.

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

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

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

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

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

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

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

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

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

B. Encourage artistic innovation:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

-Hold a "Plein Air Festival "at Chautauqua for visual artists, especially painters, to create mountain and meadow scenes and teach about some aspect of expressing nature. This could be a one-day, weekend, or weekly event through the summer or early fall. Combine with storytelling or mini music or dance performances.

-Include a "mini Boulder Arts Festival" within the Jaipur Festival to extend a welcome to international visitors and

showcase local writers, visual artists, and performers.

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

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

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

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

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

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

-Encourage community sing-alongs. Staged or pop-up sing-alongs on the Pearl Street Mall, at Chautauqua, city parks, and other civic places with local choral groups leading community caroling or popular songs (ie, The Beatles), are healthy and fun events for people of all ages.

-Schedule more community dance parties. Boulder loves dancing at the Band on the Bricks, and more frequent staged or informal dance parties could encourage healthy fun activity for people of all ages. Collaborate with local dance groups such as the Boulder Dance Coalition, and the 1750 Dance Collaborative to plan and lead themed dance parties (ie hip-hop, salsa, '70s, Big Band).

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

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

The city could promote multicultural expression, diversity, inclusion, and participation in the arts by linking arts groups and individual artists with cultural groups through collaborations, partnerships, and funding opportunities. The city should begin by reaching out to different cultural groups to find out what they would like to experience and participate in. As an Arts Commission member, I would welcome the opportunity to meet with individual and groups. Other ideas:

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

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

- Work with cultural groups in Boulder to organize celebrations around cultural holidays. I recently saw costumed dancers perform in celebration of Chinese New Year in front of a Boulder restaurant. This kind of spontaneous celebratory art in our downtown and in other public places would help showcase different cultures. Partnerships between the city and cultural groups could lead to celebrations of cultural holidays, such as Cinco de Mayo and Dia de los Ninos.

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

-Support arts co-ops that celebrate emerging arts and diversity. The Block 1750 nonprofit dance collaborative, for example, is home to the Colorado Hip-Hop Collective and provides a dance studio where kids can go to study, relax, hang out with friends, and build leadership skills through dance.

-Organize a street-art festival. I attended a sidewalk art festival in LoDo last summer with chalk artists creating street paintings while musicians performed and people danced and enjoyed food truck fare. I could see this happening at North Boulder, Valmont, or Carpenter Park, or in a blocked-off street section of East or West Pearl. The festival also could be a boon for local restaurants and businesses.

Expand the scope, frequency, and marketing for Cyclovia. Cyclovia, a community event popular in cities around the world, is a celebration of walking, biking, skating, and rolling. Ciclovia encourages art, dance, music, food, fitness, cultural expression, community, and carless transportation in the city center. This is a fun multicultural event in Boulder, and could be expanded and held more frequently.

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

-Create arts partnerships and exchanges with Boulder's Sister Cities.

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

This is a good time for the arts in Boulder, particularly with the approval of $600,000 for public art, including new projects and maintenance. More than 130 cultural organizations are headquartered in Boulder, the top 50 of which had a direct economic spending of approximately $20 million, which translates through sales tax into significant support for city programs and services. Art and culture increase the attractiveness of our (already amazing) environment for the purpose of cultural tourism.

Art and culture also are accelerators for the creative economy. The creative sector represents nearly 8 percent of Boulder's economy and $2.3 billion in sales. Considering the contributions of arts to enriching the community spirit (my first priority) and the value of arts for supporting local businesses and developing a culturally creative economy, the money derived from the 2A tax should be used to benefit the entire community. The Cultural Plan notes that social offerings and a sense that the community is open and welcoming are areas that need improvement; public art can be used to create a sense of place that is more welcoming, attractive, thought-provoking, inspiring, and fun.

The Community Cultural Plan provides six priorities related to sustainable cultural organizations, supportive environments for artists and creative professionals, civic dialogue, creative identity, creativity in the public realm, and cultural destinations. Some ideas for spending the public art money:

-Invest in art for public spaces, and include a broad range of the arts in public-art funding and display. Program temporary installations and performance art for the Civic Center, Pearl Street Mall, libraries, rec centers, city parks, University Hill, NoBo Arts District, and other places to create a sense of Boulder as a city committed to the arts and creative expression.

-Plan for capital projects such as more museum and performing arts space. A performing arts center, perhaps in the Civic Center, is needed to accommodate a larger theater and a variety of other arts spaces needed to attract national performance groups and provide more space for local groups.

-Create a city maker space that provides space and support for experimentation in different media. Locate a maker space and staff support in a city building, or partner with an arts institution to offer dedicated space for arts experimentation.

-Offer subsidies for more performing groups to rent venues. Rental costs and lack of available venues of different sizes (other than churches) are a perpetual issue for Boulder's many performing groups.

-Provide educational stipends, grants, scholarships, and/or internships in which students could work with professional visual artists, craftspeople, musicians, theater crews, dancers, writers/poets, film makers, digital and multimedia artists, and others. Encourage cultural field trips as part of this support.

-Provide grants to Boulder performing arts organizations to support programming and paid internships for students and young professionals to develop art organization leadership skills and experiences.

-Provide fellowships to individual artists to support creativity and help keep (generally underpaid) artists in Boulder.

-Provide grants to encourage neighborhood arts events, such as Mapleton's annual Porchfest.

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

One percent for the arts programs have been successful in many cities in the U.S. and Colorado, including Fort Collins, Loveland, and Denver. Boulder spends just over $6 per person on cultural affairs, compared to an average of over $33 in comparable cities, so we have some catch-up to do, as the Cultural Plan notes.

In addition to my suggestions for the previous question, I would like to see the City use a sustainable stream of funding to acquire, exhibit, and maintain public art throughout the city—in downtown and the civic core, in neighborhood parks, at rec centers and facilities, along multiuse paths, and so on--to delight people and provide a cultural context for our evolving city. I'd also like to see investments in capital projects such as more museum and performing arts spaces. A performing arts center, perhaps in the Civic Center, is needed to accommodate larger performances and event space and provide more options for performing groups.

I enjoy art and culture on daily walks, thanks to Public Works' use of a portion of project funding for historic storytelling signage and urban artifacts at bus stops on Broadway and for murals on the walls of underpasses. I'd like to see more neighborhoods in Boulder benefit from the City's future arts and culture expenditures, not only for permanent pieces but also for events and opportunities.

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

The City should look into alternatives for securing stable funding and present an analysis to the Arts Commission and City Council to determine the best way to fund the arts and culture in Boulder. The City should then determine how funds will be distributed—through the Arts Commission or another city entity. Fort Collins has an Art in Public Places Board (in addition to a Cultural Resources Board) that advises and makes recommendations to the City Council regarding works of art in construction projects and offers to donate art for public areas, as well as rules, regulations, policies, and budgets. Looking at funding alternatives and finding the best choice or combination for Boulder's particular needs and then defining how those funds will be distributed will be important as the City develops into an even more creative place.

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

ARTS COMMISSION

Annual Application - 2016

Date
02/17/16

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Staff Liaison: Matt Chasansky (303) 441-4113

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

First Name *
Kristen

Last Name *
Demaree

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80303

Country
United States

Best phone number where you can be reached

Home Phone (?)
253-332-2845

Mobile Phone (?)
253-332-2845

Work Phone (?)
253-332-2845

E-mail Address *
kristen.demaree@gmail.com

Occupation
Dancer, Musician, Choreographer, and Film maker

Place of Employment/Retired
Boulder Ballet, Longmont Dance Theater, and Self-Employed

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/24/1971

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I hold an MFA in Dance and a BFA in Film Studies from the University of Colorado. I served as the production manager for the Boulder Ballet from 2000-2003. I sat on an arts grants committee during my graduate studies at the University of Colorado. I also studied music while at CU for violin performance.

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

I have received grants for my production company "Delusions of Grandeur Productions" as well as having fiscal sponsorship through the Boulder County Arts Alliance. During my work as production manager for the Boulder Ballet, I started "Ballet in the Park" which now receives funding through the SCFD.

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

As production manager at the Boulder Ballet some years ago, I had the unique experience of working for Peak Association of the Arts, where four separate organizations attempted to share the same 501c3: Boulder Ballet Company, Peak Arts Academy of music and ballet, and the Boulder Philharmonic. I was responsible for communicating the needs of ballet productions to the executive director, and each portion of the organization had their own board. It was a very difficult time, because everyone wanted their own organization to flourish, and were not very considerate of other's. This was particularly upsetting to many of the ballet dancers whose budget was cut in favor of the orchestra's guest artist. Needless to say that this organization no longer exists, but what I learned during this time was how to listen to both sides of a story carefully and not to make emotional rash judgments merely based on whose "team" you are on. Diplomacy is an art that I have learned through ballet. Teaching a ballet class, being in a ballet class, there are many emotions and egos, but I have learned that at its core, ballet is a diplomatic art. It has taught me how to negotiate kindly, peacefully, and confidently with others. But to be specific, identifying the real cause of conflict is of utmost importance, and in the case that I described, it was that the organization lacked proper checks and balances. Once that was revealed it became easier to discuss the problem without being emotional, but more rational.

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

I am a working artist in Boulder. I work for two different ballet schools: Boulder Ballet and Longmont Dance Theater. I create my own dance works and also work as a freelance musician and dance teacher. I am unsure as to if this constitutes a conflict of interest. My passion for all arts to flourish overrides any perceived bias that might occur. I would not expect any special treatment or perks due to being on the board.

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

I represent dance, music, theater, film, and visual arts. Specifically in dance I am involved in ballet, modern and folk dancing. In music, I am a folk musician, classical musician as well as having a family history of jazz in Boulder. Regarding film, I studied with the late Stan Brakhage and have a deep appreciation for local filmmakers. Regarding the visual arts, I am a performance and installation artist, filmmaker, and costume designer.

The need of our entire arts community is to pool our resources and support each other by sharing space, creating better networks, and arts funding so that artists are not forced to move elsewhere.

We have an immense wealth of talents in our community, but why do so many of us struggle to survive? The main problem that I see is that because there are limited resources. The many artists in our community fight to obtain those resources and it creates an environment where the arts are not sharing with one another in a flourishing way. By finding a better way to pool and collaborate with all the arts, we not only support artists better but we give them fertile ground on which to create.

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

a) The greatest need we have for visual and performing artists in this community is space. I was fortunate to grow up under the wing of my mother, Barbara Demaree, who owned and operated Ballet Arts Boulder above Tom's Tavern on 11th and Pearl for 35 years. Tom Eldridge kindly rented this beautiful space to her for a low price. Without his philanthropy, we would not have the Boulder Ballet, as it grew out of this space. Sadly, today this beautiful studio is occupied by a software company. When Tom passed away, the property was bought up and the rent sky-rocketed and Boulder Ballet was forced to move out of the space. Fortunately, the Dairy provides adequately priced space for the Boulder Ballet as well as other organizations. I am aware that there are many other artists that struggle to find adequate space for rehearsing, teaching and performing when the Dairy space is not available or suitable.
We do not have a moderate to large concert venue that can benefit large orchestras, dance companies, and theater productions. The largest venue, Macky Auditorium, is rarely available or affordable for local organizations, and the Dairy's large performance space is limited in its ability to hang sets and other theatrical assets, for example.
E-town is a lovely venue, but it is rarely available for local artists and not at all suitable for dance or theater. Boulder Ballet uses the Boulder Theater once a year, but the stage is tiny, not suitable for dancing (not sprung and no wing space).
High school auditoriums are subject to school district regulations and staff when utilizing the space as well as limited availability. If it were possible to use these spaces better for local artists, it could be something that could benefit students as well (holding workshops for students for example).

Other CU venues such as the ATLAS Black box, College of Music, Theater and Dance Building are rarely available for local artists.

Affordable space that can be rented hourly for music lessons, dance classes, recitals, bands, choirs, is something that is greatly needed as well.

To summarize: artists need to have space, without it they cannot do their work, and they also can't find each other as easily with out a communal space.

Other than space, visual and performing artists need funding to create and show their creations. To better support the funding that Boulder already has through grants, doubling up on collaborative endeavors could help to support artists as they grow in our community. An artist-run venue would be an idea that could serve to support artists by providing income through a regular job, space for creating work and teaching classes.

b) Artistic Innovation: Boulder does not seem to have any local curated events. This could provide motivation and increased income for artists by providing or promoting curated events throughout the year based on what artists are creating. It could be a public voting curated process, where patrons of the arts could cast votes for their favorite performances or visual arts, or one by a selected committee. This could give artists incentive to push their artistic vision.

Collaboration is key to building artistic innovation. Artists feed off of each other so promoting collaborative work supports this type of innovation.

c) I have lived in Boulder my whole life, and began spending time at the Dairy in the 1980's. I often run into people who have never been there, even though they grew up in Boulder. Venues that support local art need to have more free community events to introduce the public to the spaces. They will most likely return to those spaces once they have found out where they are. Art needs to be part of the flourishing existence in the heart of our community, not just something we squeeze in here and there. As I mentioned before, I created "Ballet in the Park" for Boulder Ballet, where 500 people showed up for the first show. It was the biggest audience we had had outside of Macky. It was a free event.

Online presence is crucial for creating awareness for the arts. I recently started a facebook page "Boulder Dances" that supports promoting local dance events. Other pages in Boulder such as "Boulder Arts" is an example of another place where artists can freely promote their work.

Providing free advertising resources for artists is also a way to support local arts. In addition to making it more visible, it gives the public a better sense of the arts "scene", which makes people want to join in the fun, even if only as a spectator.

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

The city can best serve multicultural expression by providing a space for artists. The most marginal groups are those who cannot afford space. The city should not decide what is multicultural per se, but should provide the opportunity to anyone who feels they have something to offer. The arts arise out of community organically, if they are given the resources to do so.
Through providing the space, it would then be possible to create events such as would benefit various groups such as the Chicano population through folklorico dance and music, for example.

Participation in the arts is crucial and must be promoted in various ways for the artistic community to flourish.

1. Commissioning collaborative, multicultural and interdisciplinary works will increase audience awareness in aspects they might not have experienced before. It also encourages artists to support each other.

2. Giving artists incentives like a publicly voted curated event can provide some motivation towards creating new and exciting works.

3. Pairing businesses with artists - can a business provide some needed help to artists - do they have space that can be utilized after hours? Can they help with administration, health benefits, in exchange for art (classes for employees, a music concert for lunch).

4. Pairing non-profits and those in need with artists. Providing workshops,classes, and performances for the underprivileged, developmentally disabled communities, elderly, indigent, and mentally ill.

5. Inviting arts organizations from other counties and cities in Colorado to do exchange of work.

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

I feel in order to answer this question, I would want to know more about this funding. Is it for one year only? Is it intended for some sort of permanent art like a sculpture or a painting? Can it include performance arts? Does public denote public spaces like parks, creek path, parks, etc? Does public mean free of charge?

1. Split the money between all arts: music, dance, theater, film, visual, and literary. $100000 each over 5 years in the form of grants. There could be various amounts awarded, depending on the needs.

2. Split the money between a new permanent art space, and grants for art to fill the space.

3. Create an artist lottery for collaborations. Artists submit applications and they are randomly paired with other artists to make a collaborative work.

4. New works/artists only: use the money to promote up and coming artists, musicians, dancers, choreographers, theater companies who often don't qualify for larger grants or who have never received a grant before.

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

As you may well guess by now, my answer is space.

While the Dairy Arts Center is a wonderful venue, it is fully occupied by resident organizations. It is somewhat difficult for individual artists to use the spaces there. It is up to the discretion of the resident organizations as to if they want to rent or make their space available to others. The Dairy administration and resident organizations don't consult the public as to what they might need or desire from that space as much as is needed.

Ideas:

1. A moderate to large performance venue with orchestra pit, sprung stage floor and lighting would be an asset not only to Boulder, but to the entire county and front range area.

2. An art space that provides a gallery, classrooms to rent hourly, including dance studios with sprung floors, sound proof rooms for music recordings, would be a huge asset to this community.

3. Upgrading spaces in the high schools, such as Fairview and Boulder High in order for them to be better used for the arts. There is no adequate dance space in either school, and both the stages could both use repair as well as upgrade in equipment.

4. Create new grant opportunities for local artists

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

ARTS COMMISSION

Annual Application - 2016

Date
02/15/16

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Staff Liaison: Matt Chasansky (303) 441-4113

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

First Name *
Lynne

Last Name *
Ida

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80301

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-332-8001

Work Phone (?)

E-mail Address *
lynneida@gmail.com

Occupation
Office Administrator

Place of Employment/Retired
PeopleForBikes

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/29/2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

My qualifications and background include a Bachelor of Fine Arts from the University of Colorado. I served briefly on the SCFD board in the early 80's (Scientific and Cultural Facilities District) In 1984 I owned a contemporary art gallery in Denver for a few years, but it became financially difficult to remain open. In 2010, I was employed at The Foothills Art Center as the Office and Executive Coordinator. The Foothills Art Center is governed by a Board of Directors. I currently work for a non-profit in Boulder, which is also governed by a Board of Directors. In between various jobs, I have worked as a video producer for over 20 years. I feel I have good decision-making skills. It is something I have learned over the years and have become more proficient at, because of my past experiences. I believe you have to go through a mindful and thoughtful process in order to determine, and make the right decisions, and you have to trust your choices. In the past, I have not been opposed to consulting with neutral experts on topics in order to get all of the best information needed before making important decisions.

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

I have not had any experience with The City of Boulder boards. I am interested in board membership because I want to be more involved in the community that I live and work in. I have lived in other cities, but Boulder is truly the place I love and the city I will eventually retire in. I am a member of Downtown Boulder through my work. I appreciate the dedication that Downtown Boulder puts into enhancing the community through their events, commerce, and culture. My interest in the board is because I want to help enrich the Boulder experience for residents and visitors.

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

I think it goes without saying that the most effective way to resolve conflict is to have open communication between all parties involved. I haven't been directly involved in any disagreements or conflicts recently, either because it didn't relate to my job, or I wasn't asked to help mediate. As a former business owner, I experienced many staff conflicts within my businesses. Ultimately, I was the person who had the final say in resolving situations. In my experiences, I would sit down and talk individually with people, and then bring all parties together for group discussions, facilitating the conversation before making any decisions.

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

I do not have any conflicts of interest in working with the Arts Commission board. In situations where there are conflicts of interest, I think the board should evaluate how serious those interests are to determine whether or not a project should or should not be allowed to participate. There should be no question or doubt in determining conflicts. I am not a big fan of allowing for "gray" areas in making decisions. There are always certain circumstances, which of course would be open for discussion.

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

I respect and admire all disciplines of art. As a former gallery owner, I was exposed to, and viewed many styles of art. As a college student, I have had experience in printmaking, photography, and painting. To fairly consider the needs of the art community, I think one has to take into account many factors. To be fair, one should listen to the community and ask the community what they want, rather than give them something you think is good for them. Art that I may purchase for my living room, may not necessarily be good or desirable for someone else. You really need to take your personal tastes out of the equation and look at the big picture.

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

I think there are several ways to support the visual and performing artists in our community. More venues to show art would be wonderful, however the Boulder real estate market is a tough situation for owning and operating galleries due to price. I think by giving artists the ability to show their art at special events, helps them get their art viewed since there aren't many galleries in Boulder. The FireFly art market during Christmas is a wonderful way for artists to show their work. The Boulder Farmer's market is another excellent venue. We have wonderful venues here in Boulder such as The Dairy Center for Arts and The Boulder Contemporary Art Museum. I think these are all good places and provide good experiences for artists. I think we need to continue to support these ideas and open more places like this so that artists stay in the community. We need artists, but artists also need communities and organizations that recognize their value and support them.

If you provide places in need of interesting art, I don't think artists need much encouragement if they are provided a "canvas" to work with. To inspire and motivate artists, it's more exciting for them to create original ideas, but sometimes ideas are ridiculed or rejected. I think a good arts council should be open to ideas and evaluate the pros and cons of each piece of art.

One way to increase awareness of art and allow people to participate and have access to art is by making places for art into more of a gathering place. Sometimes art is seen as something only accessible by privileged and wealthy people, which inhibits some people from exploring. On a recent trip to Europe, I loved how in town squares where there were sculptures, the city had placed benches and tables in the square so that people could sit and admire the art. There were also tables made for chess or checkers available where people could actually sit all day. If there were more furniture in museums and galleries, or outside, you could make places to be with art, which would become gathering places, which would increase awareness and require participation. A great recent example is the wall sculptures installed along the Goose Creek bike path near the old train depot (now a restaurant) It is such a beautiful addition that cyclists who ride by everyday appreciate. It's probably more appreciated there then it would be in a museum. Art really brings people together and connects them.

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

One way to promote multicultural expression and participation in the arts would be to perhaps provide grants and/or commissions to artists or groups, who are creative, but don't have the financial ability to realize their art. You could create themes for events and festivals that would encourage artists to participate in. I think it would be worth researching what kinds of groups were under represented. It would be wonderful to have another venue like the Dairy Center where even more artists could participate. There is a wonderful museum in Baltimore called the American Visionary Museum, where art is shown by self-taught individuals, individuals that have no formal training. It's a very diverse group of artists that also have very interesting backgrounds.

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

Spending money allocated for art is a big responsibility. Art truly can shape a city and it's important that it is visually appealing and that it fits in with the environment. Art can be incorporated into the design and construction of new buildings and outdoor urban spaces. It can commemorate history, or celebrate stories that encourages artists of diversity to share their culture and history. Art can be incorporated into landscapes. The Dale Chihuly show at The Botanic Gardens a few years ago, showcased beautiful blown glass scattered within the grasses and flowers of the gardens. In some cities, artists have created their version of bike racks. Art can also educate to interpret a sense of place, or make a comment. Again, I love the Goose Creek bike path and the recent wall sculptures that were recently installed. I don't believe there is meaning in the installation, but it is appealing and I hear people talk about it all the time. It has created conversation. People ride by it on their bicycles everyday, and it makes them smile.

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

In order for funding to be deployed responsibly, asking the community and residents what they want is important. Outside consultants and advisors can provide great insight as well, as well as community group discussions. This type of investment in the community is an ongoing process, not a one time project and should be given much care and thought as to how funds will be spent.

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

ARTS COMMISSION

Annual Application - 2016

Date
01/25/16

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Staff Liaison: Matt Chasansky (303) 441-4113

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

First Name *
Mark

Last Name *
Villarreal

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO.

Postal / Zip Code
80303

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-494-9299

Work Phone (?)

E-mail Address *
flynvartranch@comcast.net

Occupation
professional artist

Place of Employment/Retired
home studio

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/30/1999

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have earned a Bachelors of Fine Arts / Painting from the Kansas City Art Institute.
I have completed public art projects for the cities of Boulder and Denver.
I served as a committee member for the Colorado Council on the Arts, grant selection panel for Visual Arts, Theater and Choral Music.
I have served on the Boulder Museum of Contemporary Art, Exhibitions committee, Boulder, CO

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

The work that Matt Chasansky has done with drafting and presenting Boulder's Cultural Plan has been most impressive.

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

My public art commission at Denver International Airport involved several conflicts among artists, steering committee members, contractors and architects. Listening was the most effective tool I utilized. The single biggest challenge of this commission was the involvement of nine Tribal nations to provide us with information about Colorado that was specific and important to each nation. This one aspect of my commission required countless hours of telephone conversations, letter writing, and personal visits with several tribal councils and their respective tribal historians. The commitment to insure that these tribal nations played a direct role in this commission is something that I am very proud of.

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

None

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

I am an Abstract Painter by choice. My personal choice as an artist does not define my knowledge of art and art history in general. I would expect the same from other artists, musicians, writers, actors and dancers as well. One single discipline is not enough to address all needs.

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

We need to change the way the arts have been viewed by our community. Basically most of the arts is looked upon as decoration. As something of a luxury that can only be enjoyed and appreciated after basic needs are met. I propose that we focus on the arts and artists as problem solvers. Apply artists innovative thought processes to address issues with urban design, traffic, tagging, the homeless, trash & noise, vandalism and crime.

Every city has a budget for maintenance. Signage, public seating, trash containers, iron grates around trees and in gutters, manhole covers, lighting, basically the entirety of urban design. All of these elements can be designed by artists, and the communities that use them. Using artists outright, and as facilitators for a neighborhood to design elements / structures that serve the community. Providing avenues for the community to have an active role in its design and construction will be an effective way to promote multicultural expression, and participation in the arts.

(this is also my answer to question #7)

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

See question # 6

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

First there needs to be a definition between public art and art in public places. Both are needed, but they are very different animals. There should be a mix between community projects, local and national calls for entry.
There needs to be a maintenance, and repair budget for all projects

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

First, what will be the source of the 1% ? If these funds come from new construction projects are they committed to that specific building, structure or park? If this is a sales tax initiative there could be more flexibility in the distribution of grants and commissions

Start with the broadest definition of "the arts" then start dialing it down to were the funds will have the biggest positive impact for the community. Create or use an existing mechanism, for the equitable awarding of commissions / grants to all disciplines.

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

ARTS COMMISSION

Annual Application - 2016

Date
01/13/16

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

Staff Liaison: Matt Chasansky (303) 441-4113

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

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

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

First Name *
R. Alan

Last Name *
Rudy

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
US

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-579-3316

Work Phone (?)

E-mail Address *
alanrudy@comcast.net

Occupation
Retired

Place of Employment/Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/12/1997

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I served 9 years as a special assistant to Mayor Whitmire of Houston. During the time I, among other things, chaired the task force the built the convention center and a strategic planning process for the City and County that developed a plan for the arts. In Boulder I served 10 years on the board of CMF and chaired a strategic planning process. I served 12 years on the Advisory Board of the CU Art Musuem and chaired that board for 4 years. I served on the Dean's Advisory Board of School of A&S at CU and Advisory Board of the Institute of Humanities and the Arts at CU

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

I served on the Board in the early 2000s. It was, in my opinion, dysfunctional. Since then, much appears to have been done to create some structure. My interest was regenerated by a City Council Member who urged me to apply, because he thought my experience could add value to the Arts Commission's implementing the recently completed Community Cultural Plan

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

As chair of the task force that created a Cultural Arts Plan for the Houston/Harris County Region I was confronted by large arts groups who thought the process was designed by the mayor to take their money and give it to small arts groups. Small arts groups thought the mayor wanted their money for the large arts groups. The issue was resolved, over time, as each realized they were mistaken and that the plan would benefit all members of the greater arts community

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

My wife, Stephanie is involved with the BOE theater ant the Dairy. Not sure if that's a conflict. If so, I could recuse myself from consideration of grants to the BOE

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

I don't represent any discipline, however Stephanie and I are art collectors, we are involved with the opera program at CU and enjoy and contribute to the Boulder Phil, Colorado Music Festival (I serve on their Advisory Committee) and various arts organizations and museums.

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

I am really impressed with the Community Cultural Plan. i think it provides a wonderful road map to elevating Boulder to prominence as an art centric community. I would work to influence voters to pass taxes necessary for its successful implementation. I think the Bouder arts community, including individuals and organizations would need to be educated about opportunities offered by the CCP. I would also attempt to organize and support group efforts toward cross discipline arts projects. I suspect that the Commission process could be enhance by development of SCFD like guidelines for funding. I'm throwing out thoughts without the benefit of recent Arts Commission experience so I suspect some or all of what I'm suggesting has been thought of or is unworkable.

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

By utilizing the talent and networks of current leaders within the various communities and reaching out to schools, social clubs and civic organizations. The Commission should be prepared to fund seed money for projects that conform to thoughtfully constructed guide lines. Mentors should be assigned to projects to provide guidance and oversight.

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

RFPs could be issued for site specific projects. The public should be asked to recommend people to serve as judges. The judges should be approved by mayor and council. The judges should make final decisions. There should be a written protocol for the process which would include number of judges, detailed process for submission, etc.

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

I won't make a recommendation here. It's too big a question.
I think a comprehensive process could be followed to develop a plan. For instance:
What is taxed? Public streets, fire trucks, buildings, all buildings or just some kind (what kind?), play ground equipment?
Should an effort be made to charge 1% for private development? Apartments? Shopping centers? Above a certain size? Voluntary? How would private sector tax be used? On site? In public spaces?
Should 1% be used for structures? Interior art? Performance art? Performing art? Individual projects?
What guide lines are there for those requesting funds?

There are, in my opinion, many more questions to be asked/answered before answering question #9.

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

BEVERAGE LICENSING AUTHORITY (BLA)

Annual Application - 2016

Date
02/02/16

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

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

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

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

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

First Name *
Alyssa

Last Name *
Lundgren

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80303

Country
United States

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)
719-360-1210

Work Phone (?)

E-mail Address *
lundgrea@gmail.com

Occupation
Chief Operating Officer

Place of Employment
FATE Brewing Company

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/15/2004

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

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

Skill Sets
- Leadership
- Communication
- Conflict Resolution
- Problem Solving
- Active Listening
- Eager and Enthusiastic

Relevant Experience
- Chief Operating Officer - FATE Brewing Company
- Account Management Team - Sterling Rice Group
- Manager and Bartender - Big Red F

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

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

As mentioned above, the importance of maintaining a diverse group of qualified members to serve on the board. This wide range of perspectives gives this important conversation context within our community. The absolute importance of the safe and consistent application of the rules of the license to successfully running a business with a liquor license. Attending these meetings has brought awareness to me how important the role of this board is to holding companies accountable to the regulations of their license.

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

"Disentangle the people from the problem. Focus on interests, not positions. Work together to find creative and fair options."
- Getting to Yes by Roger Fisher and William Ury

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

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

What are we trying to solve?

In advertising this question allows the Creative Team to understand WHY the Client wants seven red perpendicular lines on their next print placement, to represent things coming together. Switching from immediate solutions (seven red perpendicular lines) allows the Creative Team to think more openly above the “challenge” resulting in more thoughtful and insightful executions. The ability to look at the problem rather than an apparent solution allows for more creative, less expected work. The bread and butter of the advertising industry.

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

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

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

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

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

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

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

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

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

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

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

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

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

Public safety always as #1. Nuisance/Noise/Traffic/Parking

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

Legal understanding of the BLA processes:

This five person group, comprised of members selected by the City Council, hears cases relating to liquor licenses within Boulder including:
- New applications,
- Amended applications,
- Renewals and non-renewals, and
- Show cause hearings

Show cause hearings arrive in hands of the BLA via the Colorado State Liquor Enforcement Division (LED) and/or the local police department's LED. These two enforcement agencies are monitoring that all liquor licensees are adhering to the regulations stipulated as requirements of the license. The LED checks control of the licensed premise, ensures adequate regulated signage, verifies the alcohol beverage stock is acceptable and purchased from permitted sources and more. In addition to these items they also monitor for sale to minors and sale to intoxicated individuals.
When a licensee fails to meet the inspection requirements they are brought before the BLA. The BLA hears the case (checking on things like TIPS certifications within 90 days, situational specifics, etc.) and with complete autonomy make a sole and final decision on the outcome of the hearing.

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

BEVERAGE LICENSING AUTHORITY (BLA)

Annual Application - 2016

Date
01/10/16

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

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

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

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

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First Name *
Derek

Last Name *
Staebell

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80301

Country
United States

Best phone number where you can be reached:

Home Phone (?)
716-870-7613

Mobile Phone (?)

Work Phone (?)
716-870-7613

E-mail Address *
derek.staebell@gmail.com

Occupation
Brewer

Place of Employment
Asher Brewing Company

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/9/2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Berklee College of Music (songwrititng/music business)
Coffee Roaster in Rochester New York (Coffee Connections)
Packaging at Avery Brewing
Cicerone Server Training
International Brewing and Distilling institute Certificate in General Brewing and brewery operations
Brewer at Asher Brewing

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

I have not. I would just like to be a bigger part 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. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I was on a grant committee back in New York that funded art programs for surrounding communities. We weighed options based on facts and passion and were able to come to agreements. Listening to everything there is to offer before making a decision is always the best way for me to come to an educated final judgement.

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

I work at Asher Brewing but I don't see that as a conflict as we don't serve liquor.

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

I believe the role of the BLA is to hear and rule over the sale of malt beverages and liquor. I do not have any problems judging on the revoke or sale of licenses.

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

I would have to say that some of the biggest problems would be that Boulder is a College town. There may be an increase of irresponsible and underaged drinking. The sale to minors would seem to be a problem of high regard.

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

I would defend the decision based on facts that led us to the point to make that decision. Nothing more.

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

I would determine the location as a sound choice. Make sure that there weren't already an abundance of locations similar to the one seeking a licence. Could it bring positive traffic to the neighborhood and cause foot traffic to shops and storefronts?

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

BEVERAGE LICENSING AUTHORITY (BLA)

Annual Application - 2016

Date
02/18/16

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

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

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

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First Name *
Harriet

Last Name *
Barker

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

Street Address

Address Line 2
Unit 109

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
United States

Best phone number where you can be reached:

Home Phone (?)
303-953-1863

Mobile Phone (?)
720-530-5993

Work Phone (?)

E-mail Address *
hvbarker25@gmail.com

Occupation
Retired

Place of Employment

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/1/1957

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I worked at the National Center for Atmospheric Research (NCAR) and its managing corporation, the University Corporation for Atmospheric Research (UCAR), for 45 years in positions of increasing responsibility including secretarial and executive assistant to the president/director, conference manager, education coordinator, affirmative action officer, director of budget and planning and vice president for corporate affairs. Among other things, my responsibilities included coordinating funding through federal agencies and congress, national public relations, management of the Board of Trustees and its committees, management of the member representatives and their committees and policy development for the entire institution. I supervised approximately 30 people.

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

I have served for 5 years as a member of the BLA and previously as a member of the Public Library Commission for 6 years, including as chair woman for the final 2 years.

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

There were several such instances throughout my employment with UCAR and NCAR. My practice was the following: 1) Identify all feasible solutions to the problems presented; 2) Understand the inclination of the participants; 3) Listen carefully to everyone and make sure each person had a full opportunity to speak and express their concerns; 4) Make decisions with respect to resolution as quickly as possible and notify the participants, explaining the resolution's rational; and, 5) Follow-up regularly to make sure the controversy is and remains truly resolved.

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

None.

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

First, I do not have any moral or physiological problem with the use and sale of liquor as long as both are done responsibly and within the confines of applicable laws. I have personal family experience with, and understand the damage that, over-drinking can do. My understanding of the role of the BLA is to monitor any complaints against bars and restaurants that have to do with the service of underage persons or the over-service of liquor to any individuals and to assist promulgation and enforcement of the liquor laws of the state through the licensure process. Specifically, the BLA is charged with monitoring, and resolving license violations, issuing new liquor licenses and reviewing license renewal applications.

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

In each of these cases the central challenge is to determine the pertinent facts based upon information provided by the relevant enforcement agency (e.g. police department) and the management/owner of the bar or restaurant in which the alleged violation occurred, and to determine where the actual fault, if any, appropriately lies. The next challenge is to determine whether any punishment is appropriate and, if it is, to issue and enforce such punishment which can include the revocation of the subject liquor license.

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

I would endeavor to relay as much factual information as appropriate under the circumstances and then explain the Board's position in light of the law and Board's governing mandates relevant to licensure.

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

The needs and desires of a neighborhood in evaluating a liquor application vary and are most effectively established for BLA purposes by surveys which are conducted by professionals retained by the BLA within geographic boundaries established by it.

The BLA is a quasi-judicial civil body which conducts hearings pursuant to the civil rules of evidence and witness testimony similar to those which govern civil not criminal courts. BLA decisions may be appealed to the civil court system in Boulder County.

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

BEVERAGE LICENSING AUTHORITY (BLA)

Annual Application - 2016

Date
02/04/16

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

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

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First Name *
Isaac

Last Name *
Olson

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

Street Address

Address Line 2
#205

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80303

Country
Boulder

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)
207-650-5391

Work Phone (?)
720-638-5193

E-mail Address *
isaac@bruboulder.com

Occupation
General Manager (Hospitality and Restaurant Management)

Place of Employment
BRU handbuilt ales & eats

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

11/1/2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I acquired my degree in beverage/hospitality management and culinary arts in 2008 and have worked every facet of the industry from small, family owned establishments to fine dining and/or pub fare and solely the "bar" scene. I have been an active member of RHG since taking over as General Manager for BRU handbuilt ales & eats and have a strong desire to continue to support, mold and expand upon the current BLA regulations in order to sustain all liquor/malted beverage establishments in Boulder County. I am unbelievably organized and love working in a team environment. I enjoy the multitasking and enjoy creating and producing policies, procedures and protocols, whether for my own business or for others.

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

I was informed of the opening of this position through RHG and became intrigued. I pride myself on having a passion towards leading teams, collaboration with said team members and community work in order to grow and sustain what it already being offered. I have an overwhelming passion for this industry and would love the opportunity to offer my services in such a position as this. What excites me is seeing all the work and dedication of the BLA and being able to see myself having an energetic, fresh and respectful demeanor to contribute to the team.

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

Being a General Manager has its perks, but it also tends to render these situations quite a lot. While doing our yearly budget the last two months of 2015, I had been approached by the owner of BRU in regards to ALL of the information that I produced being incorrect. He and I had completely different views on how these numbers were being presented and the information that went with them. I had put so much time and energy to produce an accurate and extensive spreadsheet, that you can only imagine how this took me by surprise. I, for one, am an individual that, when confronted with situations like these, will step back and look at the bigger picture and really see what the issue is. I took a day to go back over the information, realizing that it was still correct, however I ended up producing a different spreadsheet that catered towards the way his brain worked verses mine. I feel as though, in any situation, that if everyone just takes a breath and really looks at what the main issue is, nine times out of ten, it is something that can be talked out, broken down and resolved with very little strain involved. Every person has a difference of opinion, a different way of processing information and an individual learning style and it is up to a team to confront all of these topics and find a cohesiveness among colleagues and peers. Needless to say, we have an amazing detailed and collaborative budget at the end of the day.

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

The first conflict of interest I can think of would be my current position in a brewery that is regulated by the BLA. In all reality, I do not see this as a conflict but rather a beneficial opportunity to have an individual in the community that is part of the industry by partaking in the continuation of shaping and molding the crazy passions that we all work towards on a daily basis. I think the board members would see this as a beneficial, rather than a detrimental "conflict" and would have no issues to resolve.

On the note of RHG, this would be the other conflict of interest. I feel as though it would be a wonderful addition to have a board member also be part of RHG, however I can see it potentially being an issue if another member of a business acquires an infraction, goes before the board, and then has to see me at RHG meetings and such. I feel as though the board members would see that we are all on the same team and in the same mentality by being part of these groups and that it shouldn't interfere with any obligations. Again, both of these conflicts can be made beneficial depending on how they are viewed.

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

If you take the bare minimum description of the BLA, I would have to say that it is in place to help regulate and mediate the sale(s) of liquor and malted beverages in Boulder County by maintaining a set of rules, guidelines and regulations. If you dig a bit further, I feel as though the BLA is a group of individuals that come together and strive to teach, inform, support and mold those who are involved with this ever changing, and sometimes darker than light, industry by examining, executing and creating proper procedures and protocols for the greater good.

I also feel that it is the responsibility of the BLA to look further into infractions and/or policy breaches and offer avenues to those in violation to better educate themselves, their staff as well as those guests that are coming through their establishments doors. It is a complete team effort on all fronts if we all want to render the abuse and improper handling of alcohol and what better way to help support those involved then by doing so with the hands that regulate the industry? Community events, classes, new support groups, teaching/learning materials, expanding RHG, etc. are all things that I am very interested in partaking in.

I have no problems with the sale of liquor or malted beverages and have been in the industry ever since I was a young kid. It is too late to have this industry not be a part of me.

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

I can see some issues being the overall education towards those involved. Having CU on the hill presents its own set of issues, but I am sure that with more education, more open communication and greater collaboration, there can and will be a decrease in such problems. Being able to rally all industry members into the understanding that most of these issues stem from the sale of beverages through the hands of those that offer such libations, is a great place to continue to focus and really nail home that certain preventions and education that could not only save lives but also save businesses. It really comes down to the dedication and education of those who hold the license, but it also goes further towards the education and knowledge of those partaking as well, especially those involved in the industry. Breaking down the stigmas behind the "cool" social drinking scene is always going to be a constant battle, but teaching and learning how to respect these areas is a huge key in the success of proper handling of alcohol on all fronts, especially for the younger crowd.

Over service and underage drinking can easily be prevented with training and education with such classes like those that Jon provides throughout the community. I can not stress enough the training and education that is needed in order to prevent problems as such mentioned. I am a huge fan of doing what we can to provide prevention to a problem rather than having to resolve an infraction. Personally, I also believe that a lot of these issues stem from the younger generation and the constant cultural stigmas around alcohol and other drugs. We, as board members, can continue the education of the young in order to get a head start when they approach the legal drinking age.

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

I would use the facts. The facts are always clear and any violation or suspension that is presented would be determined by facts, therefore there should be no merited statements or rebuttals. I feel as though the laws and guidelines are pretty clear and to put it in simpler terms... If you run a red light, you ran a red light. You broke the law, whether you meant to or not. If you sold alcohol to a minor or an individual over served someone and they crashed their car, the fact of the matter is, the laws or regulations have been broken and that's all that needs to be said. I feel as though most people, especially when it pertains to such heavy issues, realize that their are consequences in regards to their actions and on some level will understand that. They might not be particularly pleased about it, but I am pretty good at defusing certain comments and situations. An infraction is an infraction, any way you look at it...

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

I feel as though each neighborhood and each application has different needs and perimeters and should be treated as such. If there is a company applying for a license and they are located around other breweries, restaurants and businesses, then the call for more regulations might not be as necessary as for a company that is applying for a license and is located near a school, lots of residential housing or smack dab next to a church or community building. Are their going to be late night hours? Are the entrances and exits located on main streets? Is this business near a college or other educational complex? Is the establishment a club, bar, restaurant, etc...? All of these are factors, and there are many more, that are thought of in terms of applying for a new license.

As for the legal piece of the BLA... My understanding is that the BLA is in place to evaluate, issue and regulate each new business applying for a liquor license, a license. It is also the responsibility of the BLA to evaluate any infractions that may come up in regards to the sale of alcohol to consumers. The regulations seem pretty straight forward and it comes down to whether or not the individual or business complied or not. When presented with an infraction, it is the duty of the board and BLA to determine the severity of the infraction and the consequence of stated infraction, in accordance to the law and regulations in place, in a fair and suitable manner. That means that their is a hearing where the company/business out of compliance comes in front of the BLA board and peers to state their case. If there were other implications such as a death due to an infraction or some other case that requires a court of law, then I am sure that the BLA would be called upon to be present at the hearing, good or bad.

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

BOULDER JUNCTION ADVISORY – PARKING COMMISSION

Annual Application - 2016

Date
02/25/16

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

Staff Liaison: Molly Winter (303)413-7317

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

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

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

First Name *
Eric

Last Name *
Stonebraker

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-525-1959

Work Phone (?)

E-mail Address *
estonebr_LST@hotmail.com

Occupation
Multi-modal transportation researcher / planner

Place of Employment/Retired
Part time stay at home dad; looking for employment

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/31/2002

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

My educational background comprises master's degrees in urban planning and in transportation systems engineering. For the past 5 years I have been a graduate researcher in travel behavior looking specifically at the role of the built environment on influencing travel behavior. I have published in academic journals related to integration of bicycle and transit operations, the role of neighborhood access and travel behavior in Boulder, CO, and survey reliability design for measuring active travel.
More practically, I worked for the Boulder Country Transportation Department as an adjunct planner and witnessed how an increase in free parking increased the number of SOV drivers of staff. When the department moved from a transit-rich and parking limited location to one that was 1/3 mile north with a substantial hill between the locations and abundant parking, the commute mode share shifted notably to SOV mode.

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

While I have not had direct experience with this Board, I have been actively engaged in parking related issues in Boulder through a variety of outlets. While interning with GO Boulder, I investigated best practices for TDM and in particular, the impacts of parking management on trip reductions and mode shift. Also, I lobbied Boulder city council on behalf of the effectiveness of TDM plans when the Baseline Zero developer sought steep reductions in parking. In compliance with the demands of the city, the developer had asked for large reductions in parking standards for the proposed project but received pushback from some neighborhood opposition. I argued in favor of reductions with the incorporation of a variety of known TDM tools – secure bicycle parking, showers, paid parking, transit passes and a neighborhood parking permit program to limit spillover parking.

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

I have seen the use of mediation and alternative dispute resolutions in various group conflicts although have not been directly involved with them. In the Baseline Zero neighborhood working group that was disproportionately represented by older, long –term owners, I sought to increase the representation of all residents and the needs of all.

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

None that I know of.

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

Travel behavior and the need for parking at Boulder Junction may shift in time as that area of town redevelops. We can imagine that the walkscore will increase over time as the area is complete. The Access District Boards might support these goals by adjusting parking management over time as needs change and the ability to walk / bike to a greater variety and number of amenities increases.

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

Parking provision and parking management are some of the strongest tools in TDM and are key to reducing SOV trips. Historically, we over provide parking in most situations even in TODs. We know there is a strong correlation between abundant free parking and SOV trips based on numerous studies dating back to the 1990s (Professors Ewing, Cervero, Shoup and others have led numerous studies confirming this). Therefore, by more appropriately providing parking, charging for parking, and in the case of residential areas, unbundling parking, demand for parking and SOV trips in general, can be tempered in relatively higher density, mixed use areas. The mixed use nature of Boulder Junction already is already supportive of SOV- trip reduction, while parking amount and parking management (pricing and time limits) can further reduce the number and distance of trips. (I recently analysed 10 years of the city of Boulder travel diaries confirming what was suspected that residents living in areas with higher access scores make fewer and shorter SOV trips in Boulder).

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

I could see that despite the mixed use nature of the area, some residents and commercial tenants might resist some of the more progressive tools in TDM – ie charging commuters to park or simply charging on-street parking as well. The Boulder Junction Parking Commission might be helpful in providing supporting materials that TDM efforts do work and that full benefits of these efforts may not be realized until full buildout of Boulder Junction, etc.

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

I am not super familiar with the use of public/private partnerships to support parking districts. There might be some limited ability to have companies finance efforts similar to how companies sponsor bike share stations.

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Boulder City Council
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303-441-3019

BOULDER JUNCTION ADVISORY – PARKING COMMISSION

Annual Application - 2016

Date
02/22/16

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Staff Liaison: Molly Winter (303)413-7317

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

First Name *
Susan

Last Name *
Prant

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80301

Country
US

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-564-9681

Work Phone (?)

E-mail Address *
sueprant@gmail.com

Occupation
Executive Director

Place of Employment/Retired
Community Cycles

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/2006

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have been working in transportation for over 20 years- all of it in TDM related fields (bike, ped, transit, carpooling). I have been the Executive Director of 2 bicycle advocacy nonprofits, worked for 2 transportation consulting firms on bike/ ped and transit issues, and worked for a short time for GO Boulder. I also worked for a group called Tri-State Transportation Campaign out of NYC that worked solely on promoting regional TDM solutions. I am also on the board of SkiCarpool and have served on many nonprofit boards for groups that do TDM work. I have also coordinated many events of all sizes.
I have completed most of the graduate level course for a master in planning at Temple University in Philadelphia, but did not complete it because I ran out of money and was already working in the field.

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

I have not had direct experience with this board, but I am very interested in seeing TDM programs at Boulder Junction succeed because I feel TDM is important to the overall success of Boulder Junction. I am excited about the Boulder Junction and know that with the right planning and promotion, it can be a wonderful new neighborhood that we are all proud of.

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

Working on bike issues for over 20 years, I have always had to work on compromise. Many of my constituents' (people who ride bikes) and the activists I work with would love to see car-free cities. This is not possible in the real world and this is not what government is inclined to do. So I must work to find a middle ground that government finds do-able that doesn't alienate the activists who want much more. Everyone involved needs wins. Wins is what keeps people going. So you need to find the smaller, obtainable wins for both sides and get those things done so when the bigger compromises need to happen, everyone is already invested and has known some success. They you have to work with each side to get them to feel good about what they have won and understand how much the other side has given in.

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

Community Cycles will be, hopefully, occupying a building in the BJ as part of the S^Park development. I'd be happy to recuse myself around any discussions of either S*Park and/or our building in particular- whatever the committee decides I should do, I'm happy with. I think that S*Park has a pretty great TDM plan, so I don't feel I have much to add on that matter anyway. We also will be promoting the Bus then Bike shelter whenever that comes about. Again, I would defer to the committee, which I think is what other committee members should do as well.
I think my conflicts actually help in this position more than hurt, because I do feel invested in the BJ vision in many ways and will work hard, both during work and as a volunteer, to make sure the BJ is a great place.

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

I think the boards should:
Monitor and regulate auto parking (price, amount, policy)
Ensure there is enough bike parking and consult on where it should go
Help find innovative ways to accommodate car share and bike share into the mix at the BJ
Promote biking, car share and transit to the residents and businesses in the BJ
Connect BJ businesses with Boulder Transportation Options and others to help them implement TDM plans
Work with new businesses and city staff to create robust TDM plans
Promote TDM measures to BJ businesses and residents
As the BJ gets more built out, work with RTD to increase bus service to the BJ
Promote the BJ as a great new neighborhood and a place for people to come to shop, dine, take transit, live, work. play and just enjoy.
Keep the vision of the BJ going throughout this long build-out phase.

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

Quite frankly, if we can make BJ residents and businesses actually pay more of the cost of parking, it will make other modes more viable. This has to be the case, because we can't take up valuable BJ space storing private automobiles (and the BJ is being built with limited parking). Parking must be priced appropriately. Once all modes can complete on a level playing field, walking, biking and transit become much more viable and desirable- especially if the built environment accommodates those modes safely and delightfully. And that is the vision of the BJ. We just need to make sure we stick to that vision. Great TDM plans, that are implemented, will also help achieve that vision.
If the BJ is a success, no one will want to use a private automobile daily in this space. Instead, it will be a human-scaled, human-centered neighborhood.
All TDM programs seek to achieve this on what level or another. The boards can help by assisting the businesses and the city in deciding which programs will work best in the BJ and how they will be effectively carried out.

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

2 biggest challenges, some we are seeing already.
Parking- the parking needs to remain bundled and not subsidized. I believe this is already an issue. If the parking is made too cheap, we will never be able to build enough of it and the whole BJ idea will collapse. We must find the right formula to price parking. As you know, Donald Shoup and other have written extensively on this. There are many examples we can use from other cities and academics to get this right.
Losing the vision of BJ- It is hard to keep the vision of a place that is mostly a construction zone. We have to be able to see beyond the immediate and stick to the vision of the BJ. It is a great vision, but it will take time to get there. We MUST keep to the principals of creating a neighborhood that prioritizes bikes peds and transit. We cannot abandon that vision mid-way or we will get just another busy, unlovable place that creates a lot of private automobile traffic.

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

I think projects are always more successful if they don't just come from government and are part of a partnership. Working with all our nonprofit transportation partners will certainly be needed. I think there are a lot of good ideas out there to leverage funds and I'd love to for the boards to look at what has been done elsewhere.
Given limited funds, I'd like to see the 1st priority be programs that directly support the retail businesses- coupons to get people to visit (that the district would reimburse the businesses for). 29th street Mall has had great success with putting on programming right on 29th street and closing the street. The BJ should start doing that- make the BJ a place to be even during all this construction. I think the best way the money can be spent right now is just getting people to come to the BJ. They need to know it is a place you can come to and that great things are happening there.

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

Boulder Junction Access District

Travel Demand Management Commission
Annual Application - 2016

Date
02/18/16

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Staff Liaison: MollyWinter (303)413-7317

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First Name *
Andrew

Last Name *
Bush

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-885-4940

Work Phone (?)

E-mail Address *
andy@morgancreekventures.com

Occupation
Real Estate Developer

Place of Employment/Retired
Boulder

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I was educated in urban planning and landscape architecture at the University of Wisconsin Madison and spent over two decades as an urban planning consultant in Colorado and Florida, before entering the field of sustainable development. My urban planning career included both city and regional planning experience and included exploring transportation issues ranging from individual downtown streetscape projects to citywide mobility issues.

I have been involved in projects in Colorado for Longmont's downtown/urban streetscape, Estes Park's riverfront, streetscape and the preservation of the Stanley Hotel. I have worked on plans for the Lower Platte Valley in Denver, Pueblo's downtown and riverfront designs as well as comprehensive planning work for mountain communities such as Breckenridge, Telluride and Steamboat Springs (in collaboration with Rout County).

I have worked on a number of urban design efforts outside of Colorado that have allowed me to explore new ideas and challenges that have forced me broaden my thinking and consider new methods of problem solving and collaboration. These include downtown and city planning efforts in Charlottesville, Tucson, Grand Rapids, Sarasota and the Miami area.

For several years, I managed a nonprofit urban planning software effort focused on building a community decision support tool on a GIS platform. The software tool, combined agent based modeling with 3D visualization and has been used by hundreds of communities.

As the developer of sustainable urban infill projects over the past decade, I have overseen Platinum, Gold and Silver level LEED Certified office, retail and residential projects in Boulder and San Francisco and have managed the complete redesign of a struggling New Urbanist project in Virginia. I am currently building a new 100,000 sq. ft. Mixed-Use project in Boulder Junction that I hope will be Boulder's first "Net Zero" building.

All of my work over the past 30 years has involved transportation coordination and creative solutions related to TDM and creative parking solutions. I have worked in communities ranging from those with no parking guidelines or strict parking minimums to communities such as San Francisco where parking maximums are the norm.

I would come to board with and open mind, no preconceived notions and significant transportation experiences that include both successes and failures.

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

While my public board experience is limited, I have had a variety of experiences working with nonprofit and private boards. I served on the Redevelopment Board for the State of Florida, helping to implement 9J-5, the state comprehensive planning act. I have served on nonprofit boards, including the boards of family foundations as well as the boards of private companies. Currently, I serve on the Board of Blue Sky Bridge, an organization that responsible child abuse education in Boulder and Saint Vrain Public Schools as well as conducting forensic interviews for all child abuse cases in Boulder County. I have taken a lead role in the development of our new facility and have been the lead fundraiser for our successful $1.5M capital campaign.

My interest in the TDM and Parking Boards has been sparked by my personal experiences as a downtown resident (I live at 24th and Bluff), my development experience in Boulder and my professional experience trying to solve and implement TDM and parking solutions, mostly in Boulder, Denver and San Francisco.

Currently, I am working to create a project in Boulder Junction that while privately owned, creates a public transit node that reflects the second level node, a transit facility at the next level below a bus station. Our facility will provide access to Bbikes, a private bike fleet, car share cars, commuter van parking and vehicle parking. The car share cars and parking at certain times would be open to the surrounding neighborhood, making this facility quasi-public.

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

The first twenty years of my carrier were focused on facilitating public involvement strategies for comprehensive plans and downtown/area planning efforts. Through those experiences, I learned that everyone deserves a voice and that many of the best ideas can come from an organized public involvement process. In addition, I learned that just being heard is sometimes the most important part of any process of communication.

I have learned how to be willing to wait to have private communications with someone to explore alternative ideas, and I have learned how to carefully speak my mind and then listen to the opinion of others.

As a board member over the years, I have learned that there are times to listen and times to speak, and the times listen usually outnumber the times to speak by a significant amount. I have also learned how be part of a group decision making process, balancing my need to do what I believe is right, with the need to create long term cohesiveness within a group.

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

I don't believe that I am conflicted. I do own property in the district and I live in the Whittier Neighborhood. Currently, we are about to begin the construction of two buildings that we hope will help to new standards in Boulder for energy, sustainability and mobility.

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

I believe the district faces a number of challenges related to providing an appropriate volume of parking, while promoting alternative modes of transportation. As a community we are lagging behind as we try to meet the goals and commitments we have made to reduce vehicle miles and emissions. I believe that TVAP is best the location to explore new ideas and prove to the community that we have the potential to meet these goals and create a vibrant community at the same time.

I believe that the solutions will require the private sector to share private infrastructure, we should explore public management on a contract basis and we should consider many different new ideas for limited periods of time (maybe a year or two) to understand what works best.

I believe that we need to think of the district as an evolving place that has different TDM and parking strategies in each phase of it's evolution. I believe that education will be the single most important component associated with the districts success. As such, we are requiring all employees of our tenants to participate in our survey/education process. This process will include push email, texts and a survey every six months.

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

My sense is that we need to engage in a dialogue between public and private owners of parking spaces within the district to create flexible trials and strategies and determine which of those are appropriate for the district and surrounding neighborhoods.

For example, I believe that by managing parking to restrict parking volume and then highly managing the resulting supply, we can reduce SOV trips. Both the public and private sector can reward HOV use in a parking garage, increasing access and/or decreasing fees for multiple individuals arriving in the same car (with video camera or photo monitoring) this is fairly simple to implement. Maybe if you arrive to a building with four people your parking should be free (meaning subsidized by other sources). Young creative types would do this.

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

I believe Boulder Junction will become the area of the city with the least amount of parking per 1,000 sq. ft. of office and residential bedrooms in the city. This is likely to make many of the discussions highly contentious and the process/boards it will require a high level of communication to users and property owners.

I believe that if we use the "best of class" solutions for each issue and explore leading edge technology, while listening to the feedback of our users/clients, we can overcome most of these challenges.

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

I believe that all of our facilities, a public lot, a private garage and/or an RTD garage must be optimized to ensure the maximum use of resources. I think we should create short-term (multi-year) experiments in shared use. For example, why can't a private garage be available for area residents (both in and out of the district) overnight? I think we should put BBike stations on private property. I think we should place car share cars in private garages that can be used by a "neighborhood".

I believe that a property like Pollard Motors could be used for surface parking for a year or two and that everyone who uses it should agree to be part of an educational process. I believe individual employees-not companies-should pay for parking. Some of these experiments will work and some won't be as successful, but if we realize that they are experiments and limit the duration/commitment, the good ones will rise to the top and become permanent.

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Boulder Junction Access District

Travel Demand Management Commission
Annual Application - 2016

Date
02/18/16

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

Staff Liaison: MollyWinter (303)413-7317

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

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

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

First Name *
Benita

Last Name *
Duran

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
COLORADO

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-447-2242

Mobile Phone (?)
303-350-6963

Work Phone (?)

E-mail Address *
bduran80304@comcast.net

Occupation
independent project consultant/small business owner

Place of Employment/Retired
Duran Consulting, Boulder, CO

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

7/1/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

- Observer of the development of this site. Once lived in this area of Boulder and have watched the development occur over the past several years.
- Have interest and involvement in transportation-oriented development and sustainability efforts
- Past Involvement in funding initiatives of RTD.
-Have served on facility/infrastructure community design committees.
-Extensive experience in advisory boards and committees at local, state and community levels.
-Over 25 years experience in public-private land development, in public and private sectors.

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

I have had no experiences directly with this commission (or the TDM commission). I genuinely think it is an interesting 'first' to explore - related to creating a pedestrian-friendly model and determining appropriate balance needed for residential, commercial and other uses/functions in this area.

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

I have many situations and experiences in working with groups to draw from - in professional (compensated) and volunteer arenas. My experience in a volunteer and advisory commission is to work towards consensus, valuing and balancing all voices in the room or around the table. While I most often am in 'consensus building' structures of engagement and participation, it may be the case that votes are cast and I am comfortable in expressing my views and hearing others views in equal time. In the end of these discussions and debates, I have found it is all about balancing and valuing opinions and 'hearing out' all views; and sometimes to close the discussion and to move on it can mean being the lone 'no' vote, and I am comfortable with this approach.

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

I have no potential or perceived conflicts of interest with respect to the work of this board/commission.

I think there should be a statement signed by each board/commission member on annual basis that lists any potential/perceived conflicts of interest. If anyone on the board/commission is also seeking elected office, he/she should resign from this and any other city board/commission.

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

The Boulder Junction Parking Commission and the Boulder Junction TDM Commission can promote transit oriented development within Boulder Junction by utilizing the following strategies:

Provide safe spaces that are protected from the elements to make it easier for users of alternative transportation.

To the extent possible, integrate places where people can live and work by avoiding single use property zoning which separates residential from commercial uses.

Provide space for shared automobile and bicycle parking.

Explore the extent to which the district can charge single use automobile uses for parking to a significant enough extent that they will make different transportation choices.

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

- Provide pedestrian-oriented planning including user-friendly sidewalks and timely street crossings.

-Bus/pick up waiting areas -- Provide public transportation infrastructure with well-lit and easily accessible waiting areas that are protected/buffered from direct sun, snow, wind, etc.

-Encourage RTD's use of smaller buses at more frequent intervals, where needed and appropriate.

-Assist local businesses and stakeholder groups with the development of workplace travel plans to encourage their employees to car pool, use public transportation and other ways to share transportation resource

-Explore business hubs and pop-up services to meet needs of residents, visitors and businesses in area.

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

The challenges that I observe are: perhaps lack of understanding of overall vision for the development - in terms of developers' role and commitment to certain elements -- like ample covered/secured bicycle enclosures or other like elements and features; designated parking for non-residents and specific shared vehicle services; and existing zoning may not provide opportunities for people to work and live in place without need to own individual vehicles.

Commission could have role in educating, informing and being sure that the communication flows to all stakeholders involved. Encourage local employers to use flexible scheduling for employees to spread timing of traffic flow and the need for parking over a full 24-hour/7 day work week. Provide designated parking for services such as Car2go to encourage sharing of transportation resources.

Commission could also have an advocacy role in seeing that the needed infrastructure is in place and supported for high quality and reliable internet access to shared printers, scanners, technology devices that enable residents and visitors to work in place without having to travel to commercial work areas.

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

I would hope to bring some creative thinking to partnerships as I would learn more about the district.

I suggest that there could be more promotion/advertising to inform individuals on why/how to get out of the 'habit' of SOV commuting.

Build a 'community of interest' around the stories of changing lifestyle, gaining time, working more efficiently and making a difference -- and modeling the vision of this district.

Also could sell advertising on websites and in elevators that provide transportation schedules and other relevant district information.

Share revenue with transportation mitigation services that use a variety of techniques to manage parking areas.

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

Boulder Junction Access District

Travel Demand Management Commission
Annual Application - 2016

Date
02/06/16

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

Staff Liaison: MollyWinter (303)413-7317

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

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

First Name *
Catherine

Last Name *
Hunziker

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Co

Postal / Zip Code
80301

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-629-3049

Work Phone (?)

E-mail Address *
catherine@wishgardenherbs.com

Occupation
herbal supplements manufacturer

Place of Employment/Retired
WishGarden Herbs, Inc.

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

2/15/1981

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am currently president of the Steelyards HOA Board, and have been chair of the parking committee since it's inception several years ago.

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

Living and working in a neighboring development has led to much interest in Boulder Junction. I have also been involved in finding parking solutions for the Steelyards which is quite connected to what will be going on with parking at BJAD. I am interested in finding the best solutions for that newly developing section of town, in a coordinated fashion.

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

As an employer I deal with conflict between employees and people quite frequently, and am often called to play a mediators role. I encourage the art of active listening to uncover what people are feeling and why. If I can see a way out, I seek commitments from both parties to make changes to behaviors or actions that will work towards resolving the conflict. I also do my best to do those practices myself if I find myself on one side or the other of a disagreement.

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

As president of the Steelyards HOA board, I have a responsibility towards the interests and welfare of the Steelyards. However I would expect those interests to be mostly in alignment with those of the Boulder Junction districts, as both developments would want the area to work well on all levels.

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

By providing the best possible alternative transportation modes that people will want to use. The key word here is 'want' to use. They would need to find them preferable to driving both in time, and cost, and fit to their movement patterns. Ease and flow of access is also important so as not to discourage patronage of the transportation modes, and so the retail and commercial establishments that will bring life to the endeavor can thrive. This may require being realistic about providing adequate parking for the remaining car traffic to local residents, businesses and services that cannot be replaced by alternative modes anytime soon.

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

Number one would be direct and frequent commuter lines in and out of Boulder Junction for incoming and outgoing employees with quick transfer to feeder lines to areas of business in Denver and elsewhere (ie. not the Civic Center). Second would be something of value to area residents of which there are a fast growing number. Of value to residents would be direct and easy quick routes to DIA from BJAD, as well as weekend service to Denver for sporting and entertainment events.

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

Based on the information I obtained at the RTD new service presentation last fall, the primary challenge I see is getting RTD to adequately and properly service BJAD in order to provide the kind of alternative mode service that people would actually want to use, to make a difference, and make a viable vibrant reduced car urban village, as described above.

The other challenge I see is to provide adequate parking for the remaining car traffic in and out of the district. It seems that in an effort to promote alternative modes, unusually low parking quotas are being required of new office and commercial development in BJAD. Although understandable, one of the challenges could be keeping this all from back-firing and ending up with a congested mess if the requisite alternative mode service, such as compellingly usable bus or rail service, doesn't manifest.

I think the main role the commissions can play is to look beyond what is desired to what is, and think big picture. Continue to work towards the vision and goals, while staying grounded in a practical and realistic way. With 3 more new hotels going up within walking distance, a large new Google complex with 1300 employees, and a lot of new residential with S'PARK and the Transit Village, surely RTD can be compelled to provide the kind of service that will actually make it work.

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

This would be a new area of understanding for me. But I am a quick study, and a pretty good thinker.

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

BOARD OF ZONING ADJUSTMENT

Mid-Year Application - 2016

Date
02/17/16

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

Staff Liaison: Brian Holmes (303)441-3212

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

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

First Name *
Ellen

Last Name *
McCready

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
970-319-1978

Work Phone (?)

E-mail Address *
ellen.a.mccready@gmail.com

Occupation
Development Manager

Place of Employment/Retired
Western Development Group

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/2011

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

- 5 years on BOZA (2011 to present)
- 10 years of experience in real estate in Boulder, Denver, and Aspen, including: community planning, land use planning, landscape architecture, zoning, annexation, construction, sales/marketing, market analysis, financing, property management/operations, leasing.
- ULI Member and current member of the ULI Community Development Council.
- MBA from CU with a Real Estate and Finance emphasis.
- LEED Green Associate.

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

I have been on the board the past 5 years (board chair last year), but my term is now expiring. I have enjoyed my time serving so far and hope to extend for a second term. In the past 5 years I have seen a variety of applications and the benefit of a diverse board. I bring the ability to understand multiple dimensions of a project. To listen to staff, the applicant, the public, and other board members to understand and acknowledge each party's objectives. I bring experience thoughtfully reviewing proposals and working with the board to evaluate them based on the applicable criteria.

Throughout my career in real estate, I have also attended several board and council meetings in Boulder, Denver, Aspen/Snowmass/Pitkin County. My experience in these meetings has been as an applicant's representative or a citizen so I have gained experience from each side of the table.

Most importantly, I have seen the way that city boards and staff can work together with applicants and neighbors to reach solutions that abide by the structure of the code, but provide appropriate flexibility that board reviews are intended to allow.

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

My jobs in real estate development have put me on multiple homeowner association boards during their initial formation. In these cases, there are often disagreements about several things - community operations, budgets, management, etc.. When emotions are high and you are discussing issues associated with the home or community in which someone lives, there is no way to eliminate disagreement. The most effective way to reduce that conflict is t o ensure all voices are heard and all speakers and attendees are treated with respect.

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

No potential conflicts of interest unless an application comes forward near my house. All potential personal, professional, or financial conflicts should be disclosed, and each board member should be honest about their ability to be fair and objective in every review.

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

Every issue that the board hears is an exception, an interpretation, or an appeal, and their decision is generally final - barring an appeal. That function is inherently challenging, and is complicated even more in a community with residents that are as passionate and vocal in the review process as Boulder's.

Variance requests come up for a number of reasons and each case is unique. There are trade-offs in many of the board's decisions - weighing the rights and desires of the applicant with the character of the neighborhood and concerns of the neighbors. Also, thinking practically about what is feasible, what the staff recommends, what makes sense by virtue of good design, and what the right thing to do is for energy efficiency and sustainability.

Given its power, the biggest challenge that the board faces is finding the right balance among all of those factors.

I don't have specific changes that I'd like to see as a member of the Board. I do think it is important that BOZA provide feedback to Council related to the code and the board's review criteria, especially if there are issues that make the variance process cumbersome or unclear.

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

If correctly applied, variances are an important aspect of the land use code. The code clearly outlines the technical criteria that need to be met for approval. Along with that, you have to understand and consider a number of other factors:

- what the applicant is trying to accomplish and why it is important to them
- what makes sense from a design and/or energy efficiency standpoint
- what the impacts are to the applicant and to neighbors
- what the impact is to the neighborhood character
- what precedent the decision might seemingly set

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

Allowing numerous variances in an area makes it unclear to owners and neighbors what their property rights and protections are. Variances are an important tool for addressing unique conditions where standard requirements might not apply. However, too many in an area can noticeably change the look and feel of the neighborhood and the perception of what residents feel is “standard”.

Variances can have either a positive or negative impact on neighborhood character. Variation among properties creates character in the first place. However, allowing too many exceptions can create a large discrepancy between neighboring properties in the same zone district, and can change the character all together. Requests for many variances in a certain area, or for a certain restriction, leads to a question of whether the standard itself needs to be re-examined.

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

The board has clear criteria to follow in considering variances makes a determination on whether the variance requirements have or have not been met.

Staff recommendations and interpretations are helpful to better understand the issue and the context, or to give greater insight into the technical components of the request. Neighbor opinions are an important way for the board to understand, from a perspective other than the applicant's, if there is a perceived adverse affect to the neighborhood. The combination of the application, staff comments, and neighbor feedback creates a full package of information that the board can consider. However, ultimately, the technical criteria comes first, followed by neighbor objections or support and the desire of the applicant.

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

BOARD OF ZONING ADJUSTMENT

Mid-Year Application - 2016

Date
02/17/16

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Staff Liaison: Brian Holmes (303)441-3212

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

First Name *
Jill

Last Name *
Lester

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-875-4150

Work Phone (?)

E-mail Address *
jcwlester@gmail.com

Occupation
Educator/lawyer/builder

Place of Employment/Retired
Retired from CU Boulder still working part time as an educator and builder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/1/1976

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Technical/professional qualifications: Lawyer (retired in 1997), certified teacher (active); real estate agent (active). I served on many committees in my work at CU Boulder as an academic technologist and conference coordinator. I was the volunteer architectural control committee member Dakota Ridge North HOA for ten years and I continue to occasionally build custom homes in Boulder. I previously served on the Boulder County Board of Review in the early 1990's). I taught the Building Trades program for the Boulder Valley Technical Education Center/Front Range Community College. Through the practice of real estate law I became familiar with variances and through my work as a builder in Boulder I am familiar with the zoning and planning laws that can lead to the request for variances. I am an experienced team player on committees.

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

Despite 30 years on and off in the building and real estate industry I have not had a direct personal experience with BOZA. Nonethess, I believe this board position is a good fit for my skills and I am interested in and understand the types of issues that come before BOZA.

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

I am comfortable working as a team member. I am known for my preference to help resolve disagreements in a group by mediating between parties to find common ground. Rules of conduct are also helpful in bringing order to the process of working in a group.

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

The potential conflicts that might arise would be if a close personal friend or builder-friend applied for a variance. In that case, it would be appropriate for me to recuse myself.

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

In my opinion, the biggest challenge to BOZA decision-making would be balancing between individual preferences and neighborhood consistency. I like distinctive architecture and I also like Mapleton Hill historic properties. I enjoy the changes in design that happen over time while I respect and recognize the importance of design and zoning rules. BOZA members will need to both enforce the city design rules and yet carefully weigh their analysis of variance requests to allow some degree of flexibility where needed.

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

--the applicable land use regulation (zoning rules)
--the degree of variance requested
--the neighborhood feel
--the history of the subject property and the neighborhood
--impacts both individually and cumulatively in the neighborhood
--the extent of hardship, if any.

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

You can lose the feel of a neighborhood variance by variance. If there are numerous requests it may be time to look at changing the applicable land use regulations if an entire neighborhood seems to need that. In the meantime, weighing individual requests in the neighborhood context and determining the degree of variance requested in that context seems to me to be the only reasonable option for evaluating the variance requested.

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

From my previous experiences with senior planning staff I believe that staff carefully analyzes and considers their recommendations. I would review their comments and if necessary, submit any questions that I have to staff. In addition, I would seriously review the neighborhood concerns and consider the potential harm in allowing the requested variance in light of its degree, the individual need, and any extenuating circumstances. While I believe it is important for each of us to make a carefully considered decision, I would respect staff recommendations, without being an automatic rubber stamp. Each decision would require a thoughtful balancing of private and public needs.

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

BOARD OF ZONING ADJUSTMENT

Mid-Year Application - 2016

Date
02/17/16

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Staff Liaison: Brian Holmes (303)441-3212

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

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

First Name *
Juana

Last Name *
Gomez

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-971-6989

Work Phone (?)
303-499-9505

E-mail Address *
juana@lawrenceandgomez.com

Occupation
architect

Place of Employment/Retired
Lawrence and Gomez Architects

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/30/1988

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Registered Architect: State of Colorado License No.202963
B.A. in Architecture from Yale University, Master of Architecture from CU-Denver
Development Fees Working Group, City of Boulder 2016
CIPC – Capital Improvement Planning Committee of the Boulder Valley School District, 2013-'14, Innovation sub-committee; $576.5 million bond, 62 projects
CBOC – Citizens' Bond Oversight Committee BVSD, 2009-'12 Chairperson 2011-'12, $298 million bond, projects including LEED Platinum Casey MS
American Institute of Architects Colorado Board of Directors 1994, 1995
Colorado Yale Assoc. (Board of Directors 1992, National Delegate 1992-1995)
Boulder County Arts Alliance, Board of Directors 1999-2003
University of Colorado Foundation, Inc., Board of Directors 1997
Alumni Association of CU-Denver (President '96, VP '95, Board '92-'96)

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

My professional experience includes several years of submitting requests on behalf of clients for variances (for example administrative setback) or requests (for example demolition approval from Landmarks). In every case it was evident that staff's and board members' attention to the details of each case allow for better communication and for better outcomes.

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

In the CIPC (Capital Improvement Planning Committee) group of the School District there was often discussion about the need for student security versus its cost and the desire for student privacy. People with experience in several aspects of these issues spoke to the group. Committee members and staff were asked to propose solutions. Participants felt their input was carefully considered after each idea was presented and discussed by the group.

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

There is a zoning adjustment request for a residential client of mine that may not be resolved by the time, if selected, I would start my term on BOZA. I would recuse myself. Also, as an architect I have many friends who are in the profession. A potential conflict might arise if a close associate is presenting a project to BOZA and it might be perceived that I would be partial to that person's proposal. The Board can ask individual members to disclose such relationships and to recuse ourselves from specific discussions if necessary.

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

We are fortunate to live in a community of well-educated people who are engaged in shaping our city's future. The growth of our population and economy put pressure on public services, developers, and neighborhoods. BOZA's challenge is to acknowledge all parties and weigh the merits of competing interests to make decisions that benefit the greater good.

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

Positive impact of the request on the applicant vs. adverse impact on immediate neighbors
Impact of the request on the greater community
LU regulations might not have kept pace with current situation.

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

Variances and changes to Land Use can have positive impacts, such as the inclusion of porches in front setbacks. But numerous variances can lead to haphazard neighborhoods with inequities. The situation could also lead to unreasonable expectations of variance approval.

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

City staff are professionals who have the training and experience to understand the implications of a variance request in order to make recommendations. Applicants and neighbors have to live with and pay for any adverse conditions that a denial might cause. Each situation will be different and I would commit to studying the materials of every case in order to make a determination.

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

BOULDER URBAN RENEWAL AUTHORITY (BURA)

Annual Application - 2016

Date
02/23/16

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

Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

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

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

First Name *
Dietrich

Last Name *
Hoefner

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80305

Country
United States

Best phone number where you can be reached:

Home Phone (?)
240-393-9314

Mobile Phone (?)

Work Phone (?)

E-mail Address *
dietrich.hoefner@gmail.com

Occupation
Attorney

Place of Employment
Lewis Roca Rothgerber Christie LLP

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/15/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am an attorney with experience before state and federal regulatory agencies. While I am not typically involved with local government matters, my experience with government decision making more generally may be relevant to this position.

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

No

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

Many of the situations I deal with professionally involve the resolution of conflicts within groups and between groups. I believe the most important technique for addressing conflict situations is to ensure that all sides get an opportunity to be heard early on in the process (before beginning to "problem solve" the situation). By seeking first to have a conversation focused on understanding each party's interests and beliefs, it can be possible, once it comes time to problem-solve, to achieve solutions that satisfy more people than might have otherwise been possible.

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

While unlikely, to the extent I or another attorney at my firm became involved in the representation of a client who was also involved in an active matter BURA, there could be a potential for a conflict of interest. I believe BURA members should handle such conflicts by abstaining from participation in such matters.

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

Pearl street is the most coveted location many business in Boulder and is a hub of economic activity for the city. Startups and other professional firms seem to locate there to be close to one another as well as the many public and private amenities in the downtown area. The resulting synergies create a vibrant hotspot of commercial activity for Boulder. While, obviously, not all of Boulder can be (or should be) like the Downtown/Peal Street area, I believe it serves as a model of what can be possible with thoughtful planning and community input coupled with the business and investment communities.

Working to thoughtfully to open and improve other commercial zones to include a mix of businesses can create similar opportunities for Boulder. Transit, walkability, and accessibility to residential areas are of great value to many in Boulder, and should continue to be a key component of planning for commercial redevelopment. Similarly, mixed-use spaces thrive in Boulder and a multitude of uses, depending on location, should usually be considered in redevelopment projects.

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

University Hill stakeholders are diverse and include non-student residents, student-residents, other students, other members of the public, businesses, and the University, and property managers, to name a few. A successful redevelopment project on the Hill would have to engage these various stakeholders and their interests, and would have to examine how the Hill might better serve each group. Much like in my above answer regarding redevelopment more generally, I believe that consideration of the Hill's current and future mixed uses, as well as transit, walkability, and parking options are very important in any potential redevelopment project.

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

In general, I believe that government financial incentives for redevelopment should be strictly limited to projects providing a clear public benefit. While incentive programs have the potential to waste taxpayer dollars, they can sometimes be effective at achieving results (for example, restoration of historic buildings) that might not otherwise be possible. Where they are used, incentive programs should require beneficiaries to have financial "skin in the game," and should be otherwise consistent with Boulder's goals. While it is not redevelopment-focused, Boulder's Flexible Rebate Program is a good example of how incentives can be used to create public benefits.

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

Yes, but in appropriate locations and at an appropriate scale and pace. The idea of "gentle infill" is gaining popularity in other cities for good reason and can be a model for Boulder. Using additional housing to supplement and enhance commercial areas can be good for residents and businesses alike, and can happen in a way that is consistent with Boulder's atmosphere as a larger community.

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

BOULDER URBAN RENEWAL AUTHORITY (BURA)

Annual Application - 2016

Date
01/25/16

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Staff Liaison: Liz Hanson(303)441-3287

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

First Name *
Jerry

Last Name *
Shapins

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

Street Address
644 Dewey Avenue

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached:

Home Phone (?)

Mobile Phone (?)
720-839-6280

Work Phone (?)

E-mail Address *
jshapins1@gmail.com

Occupation
artist/designer/community volunteer

Place of Employment
retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

2/3/1982

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Master of Landscape Arch University of Pennsylvania under Ian McHarg/author of Design with Nature 1974; Assistant Professor 1980-1986 Univ of Colo School of Arch and Planning; Principal and lead planner/designer Shapins Assoc Boulder 1986-2008; City of Boulder Downtown Design Advisory Board 1982-1987;1998-2003; Projects completed in Boulder included varioius projects for Transportation Dept, Planning Dept, Parks and Rec Dept; Chautauqua Assoc; CU Facilities Mgmt; Skills include extensive experience urban/parks/campus site analysis/planning, urban and site design, land development planning, public collaboration/ communications, writing, and community engagement. Also extensive skillset analyzing and researching civic design and public space issues..and regularly I am a critic at CU Environmental Design. Key work by Shapins Associates in Boulder included: Colorado Chautauqua Dining Hall Plaza; CU South Campus Plan; CU Grandview Area Plan; CU Broadway Wayfinding Signs; Boulder UniHill Sketch Plan; Boulder Downtown Pedestrian Guidelines; Boulder 9th/Canyon Charette; BURA Design Guidelines; Boulder 13th Street ContraFlow Bike Lane; Boulder Broadway Corridor Streetscape Design; Boulder Valmont Park Master Plan. I also currently practice as an artist and graphic design volunteer for non profits, and have a deep interest in public and community aesthetics. Used to teach History and Theory of Landscape Architecture...and recently conducted a Boulder field session during the 2014 National Meeting and Convention for the American Society of Landscape Architects November 21 2014. I have a great deal of experience collaborating with architects, designers and citizens on various civic and campus projects..and this skill is helpful for the City and BURA. I currently serve on the Downtown Management Commission.

Other work on volunteer boards and non profits include: Goose Creek Neighborhoods 2015-present; Denver Art Museum Guest Services Council 2014-present; Boulder Urban Sketchers Co Leader 2015-present; Boulder International Film Festival Senior Outreach 2012-current; I Have a Dream Foundation 2012-2015; Mapleton Hill PorchFest Steering Committee 2012-2013; Boulder GreenStreets 2012; CU Conference of World Affairts Human Conditions 2012-2014

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

As a consultant with Shapins Associates in Boulder we were hired by BURA a few times in the early 1990's to help staff to develop concepts and design visions that were a basis for public discourse and policy changes for urban design and redevelopment at the BVRC and influence areas. These were great experinces for us and challenging work that we were always proud of . We helped to develop a master plan for Boulder Plaza SubArea Plan where we developed the urban design concepts for new development, gateways,landscapes and transportation centered on 26th Pearl; this was the basis for the Dairy moving to 26th, and the redevelopment projects completed near Pearl and 28th; We also helped staff to develop the current guidelines for the BVRC...and developed the text and graphics and organizations for the entire document; Finally, we were hired by BURA to help produce, conduct and document the 9th Canyon Charrette..which creatively invited architects from Boulder to prepare site plans for the signature corner site to accommodate new uses; these amazing results were developed that showed about 6 different ideas for hotel, housing, retail, parking and public spaces to be developed at the former peoples parking lot. Another project we did for BURA was to prepare the Crossroads East SubArea Master Plan. This project was prepared for the board of directors and staff. We developed ideas for improved circulation(Canyon going through to 30th); public amenities and landscaping; new mixed use and denser redevelopment in the northern quad; and illustrations of other ideas to make this a more friendly place for pedestrians and cyclists; some of the improvements were implemented in the 30th street work; much of it still remains to be done!

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

A recent situation occurred while I was a committee member with about ten other neighbors challenged with developing an event concept and operations and marketing strategy for the MapletonHill PorchFest for the fall of 2012 and 2013. I personally wanted the event to attract a broader visitor base and to offer a wider spectrum of music to attendees/neighbors..but there was not agreement about these intentions on the board. We talked through the various conditions and risks associated with my desire..vs other ideas that envisioned a different and more local event. The open and honest discussion that engaged all points of view enlightened us all. We then designed the event based upon what most folks were comfortable with..and also decided to learn from the experiences of the early events before we risked larger crowds and more diverse musical styles. This style of conflict resolution..through open, structured and sometimes facilitated discussion amongst people with divergent opinions, generally works when folks are respectful of others, trusting and committed to goals/mission of their endeavor.

The best way to make progress via volunteer public discourse is to empower and seek leadership who is committed to action via a scheduled and organized discourse with an intended output and action or tangible result or benefit. Meetings should reflect an organized schedule; discussants understand the agreed upon rules of engagement; that different expertise and roles and points of view are encouraged; and that the process ends in a conclusion originally aimed for.

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

Former employees, colleagues and neighbors in Boulder and elsewhere may have special interest as applicants or interested citizens in projects that I may review for the City of Boulder. In these unlikely circumstances I will objectively review these submittals and abide by City requirements and laws regarding design review of projects.

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

Boulder has a wonderful niche known as a beautiful, creative and happy small city. The demand for space to live, play and work here exceeds our ability to meet this demand. Furthermore, because of our attractive "to die for" community, market forces have created an extreme crisis of affordability for workforce, middle and low income housing. We also do not want to grow in a suburban pattern where it is inefficient and costly to provide public and technical services.

The redevelopment of commercial and potential mixed use/housing properties, particularly those that are located in typical parking intensive suburban strip centers, can provide an incredible stimulus to the city to redo parts of our community to become more attractive, walkable, liveable and sustainable. The opportunities to engage citizens in a discussion about sustainable redevelopment to empower civic leadership can serve to help Boulder to reframe and pay for new infrastructure that supports a more sustainable growth pattern, while also creating and strengthening new economic engines for change in Boulder.

So of coarse redevelopment of industrial, commercial and underutilized parking centers can be not only a vital economic stimulus, but also to provide new sites for adding to our housing supply along Araphoe, Broadway, and 28th Street , as well as at BCH, Downtown, North Boulder, Boulder Junction, University Hill and at5 the intersection of Iris/28th.

Absolutely key is that City Departments need to work together to identify and implement the redevelopment opportunities, rather than having transportation engineers leading redevelopment studies; redevelopment planners and experts should lead that work with a commitment for action developed early on.

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

What a great question. I think I can remember many of the issues we faced when working for the City on the 1990's UniHill Sketch Plan, and then compare to today's situation.

The existing land owners on the Hill I assume continue to make reasonable profits, so they are not overly enamored with surgical changes that mainly meet politically favorable enhancements for preservation, affordable housing and adjustments to the local streetscapes. But they are an absolutely important stakeholder who likely do not trust the City right now. They were difficult to align twenty years ago and perhaps its still an issue.

CU has always been a key stakeholder. They are a prime user, neighbor and owner of thew Pennsylvania property. That gap is a redevelopment jewel but CU will not move forward either because they likely have too many other priorities to solve, especially the remarkable opportunity on Grandview that can inspire other local development.

And the neighbors who feel the heat of change and especially cut through traffic, noise and unsavory student behavior..well they perhaps are also a skeptical bunch.

But the site, along the main transit corridor, at the west gateway to CU and next to an evolving new Civic Park and thriving downtown..well this site is sooooo special to consider for economic growth that can pay for urban mixed use sustainable more car free development. Another amazing opportunity.

Hopefully an upcoming Central Area Urban Design Framework Plan will identify the growth opportunities here, and implementation strategies that can pave the way for staff, BURA and citizens to guide redevelopment. And its great to continue to inspire positive change good for businesses, students and neighbors.

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

To me, the successes of Boulder in the past, and in the future, will be dependent upon a pragmatic civic leadership that is able to flex and adapt to changing times and public opinions. Our environmental leadership has been amazing and has yielded results that we all cherish; now we need civic leadership to dive into our lopsided economy which is growing tech jobs and high end housing that are creating unforeseen circumstances; now we need public investments to carve away at the "missing middle" gaps that have been created by market forces; we need BURA to team with BHP and perhaps some non profits to attack redevelopment in a more direct and assertive way than in the past. While the work that was done at the Regional Activity Center (29th Street) has resulted in handsome profits and taxes and retail, we now need more socially responsible redevelopment that provides options for workers, low and moderate income citizens, and built in a sustainable, denser urban pattern that reflects some of the traditional urban features of our community . But it cannot happen with an open bank account; we need smart and sustainable growth and economic successess to pay for the redevelopment and infrastructure changes that are valued as community benefits. So absolutely we need to invest in "community benefit" redevelopment by providing financial incentives for sustainable growth and development. The community benefit redevelopment could be the projects and future conditions identified in the current comp plan, or the upcoming Central Boulder Urban Design Framework Plan.

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

I like these questions. Thank you! The opportunities in East Boulder, to transform industrial and commercial workplaces to unique living places redeveloped with an enhanced green and artistic infrastructure accomodating a new "Boulder Loft" style living areas...and connected via an existing road network and new pathways and public spaces...and created to encourage social interaction in comfortable public spaces....is such an inspiring idea that seems logical in Boulder. We are losing single use industrial and business park uses, and gaining tech industries, recreational and food industries, so we have such an amazing opportunity to revision East Boulder. Whats really special is that if we took an integrated look at East Boulder, and developed a long term and exciting strategy for future transformation..that it could happen and parallel the Rino success in Denver. And yes the ideas to mix in urban housing to Table Mesa, Basemar, and the Meadows shopping centers is a great potential worth the exploration and public investment to create the seeds for change. Finally, exploring the possibility of adding housing to Community Plaza and mixing units in with some retail retail and offices and public amenities/green Goose Creek Infrastructure is also another AMAZING opportunity for BURA that we have talked about in the hood for at least a year now. The city should work hard to lead and inspire more live and work neighborhoods that are compact, include a mixture of uses, serve mixed incomes and help to transform our outlying inefficient unattractive suburban infrastructure to a form that is more sustainable and beautiful for future generations

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

BOULDER URBAN RENEWAL AUTHORITY (BURA)

Annual Application - 2016

Date
02/26/16

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Staff Liaison: Liz Hanson(303)441-3287

Meetings are held as required.

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

First Name *
Pete

Last Name *
Baston

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Co

Postal / Zip Code
80301

Country
USA

Best phone number where you can be reached:

Home Phone (?)
303-578-0886

Mobile Phone (?)
303-579-6531

Work Phone (?)

E-mail Address *
pete@ideapete.com

Occupation
CEO

Place of Employment

Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

2/2/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

http://www.ideapete.com/about.html Also on Municipality Reliability Safety

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

No

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

Frequent in my business which is working with companies in trouble and acting as the focal point for resolution by illustrating mutual advantages for everyone which in Excellence identification is not hard

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

none

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

Boulder has a unique character and its not only economic but how to preserve the quality of life for all its inhabitants which means looking through multiple mirrors of understanding

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

Understanding what is there both character past present and how that could affect the future. making decisions and possibilities transparent for all parties to understand . Does the current infrastructure support what is proposed and if not how when can that be achieved . Look at the project through such windows as Brands timelines and similar. Does the current P& Z city technology help or hinder and what are the alternatives . Can P&Z get help from P3.

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

Yes , but we need to understand what the master goals are doing this are and how will succes and failure be tracked.

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

Yes , but we need to understand what the master goals are doing this are and how will succes and failure be tracked.

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

BOULDER DESIGN ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

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

Staff Liaison: Sam Assefa (303)441-4277

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

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.

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First Name *
Charles Peter

Last Name *
Rogers

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

Street Address

Address Line 2

City
boulder

State / Province / Region
colorado

Postal / Zip Code
80303

Country
usa

Best phone number where you can be reached

Home Phone (?)
303-444-0709

Mobile Phone (?)

Work Phone (?)
303-442-2395

E-mail Address *
charlespeterrogers@hotmail.com

Occupation
physician

Place of Employment/Retired
BCH

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

11/16/1999

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have studied and planning and landscape architecture at the graduate school of fine arts at the University of Pennsylvania.
I received a Masters degree in business administration from the Wharton School.
I have served on the downtown design advisory board.
I have also served on many boards over the years.

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

I have served on this board in the past. It was remarkably helpful and exciting.
I learned a great deal in those years of service and will be able to call on that experience to be effective on the board right from the start.

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

I served for 8 years on the board of the IPA of Boulder county , a 600 physician group .
we often had difficult decisions to make and very loud and organized differing parties representing very different interests involved .
The success we had in reaching consensus was always due to careful listening , open minds , creative thinking, kindness , inclusion and hard work .

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

I have no conflict of interest with his work .
I believe that conflict of interest should be handled openly and honestly and when necessary ; parties may need to remove themselves from certain deliberations.

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

I studied in planning in the graduate school fine arts at the University of Pennsylvania in the late 70s under Ian McHarg .
I have a lifelong interest in design and planning

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

I have worked with DDAB in the past.
I have had many houses and have a vaction place in Meeker Colorado that requires endless design and construction .

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

I believe that the design in the city of Boulder has deteriorated significantly. I believe that BDAB by reviewing projects and helping designers stick to the guidlines we have, and the principles of excellent architecture can have a significant impact on our city for years to come.

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

I believe that large projects should be reviewed. I know many developers that want to work within the guidlines and are looking for helpful ideas and creative input. I think review would be better if it is mandatory, as in my experience voluntary participation often is less successful.

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

BOULDER DESIGN ADVISORY BOARD

Annual Application - 2016

Date
01/13/16

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Staff Liaison: Sam Assefa (303)441-4277

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

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

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

First Name *
Jeff

Last Name *
Dawson

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO - Colorado

Postal / Zip Code
80301

Country
US

Best phone number where you can be reached

Home Phone (?)
720-771-0516

Mobile Phone (?)
720-771-0516

Work Phone (?)
720-771-0516

E-mail Address *
jeff@thestudioarchitecture.com

Occupation
Architect

Place of Employment/Retired
Studio Architecture

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

11/1/2002

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

BENVD from CU Boulder, Masters in Architecture from CU Denver, current member of DAB, past member of other City Boards/P&DS Advisory Panel, past member of ULI executive committee, co-founder of ULI Boulder, licensed architect practicing in Boulder since 2002, founded STUDIO Architecture (a Boulder-based architecture firm), designed over a dozen complex site review projects in Boulder.

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

I have served on the DAB board for years and recognize how important a knowledgeable, experienced, and thoughtful designer is to help promote quality architectural design in our city. I have participated in numerous discussions with planning board and other board members about how we make quality architecture.

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

We generally don't reach 100% consensus on DAB. We listen and document disagreements believing that dissenting opinions can help guide applicants to solutions. Our job is not to design-by-committee but provide useful feedback to design teams so they have enough information to make the necessary changes on their own. At times contradictory opinions have allowed designers to evaluate different perspectives and develop a great solution from the dialogue.

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

Occasionally my projects need to be presented to the board, or projects get presented to the DAB by my clients on other projects. I just recuse myself and avoid any appearance of impropriety.

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

I've designed dozens of urban projects in cities and in Boulder specifically. My career has focused on the design of urban infill projects that consider local and regional context; pedestrian, bicycle, and vehicular circulation patterns; the history of good place-making in urban environments; urban open space considerations; massing and pedestrian scale; environmental and energy efficiency considerations; etc. I have worked closely with the city's P&DS staff since 2002 and understand our land use code and the the design guidelines in the downtown area as well if not better than most.

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

I'm a licensed architect and have been practicing for 25+ years. I have built dozens of mixed-use, office, and residential projects around the country. I have managed construction projects from an owner's perspective, worked closely with general contractors on numerous project, and I have worked closely with city staff and PB for over a decade.

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

Primarily to make sure the current goals and priorities of the Comp Plan and public are met, but also to create a sustainable and beautiful city that future generations, as well as our own, will love and enjoy for centuries to come.

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

The board in now referred to as DAB, and yes, I think DAB should be brought into any and all projects the board, council or staff feel would benefit from additional feedback and direction. Since our comments are not binding it is an effective way to improve the design of projects in all areas of the city without interfering with the goals and requirements of PB and Council.

I don't believe DAB comments should be binding. I think staff members, especially Sam Assefa, have found an effective method to ensure projects are built as approved through site review or permit. They have forced developers to make changes to building that were not approved by PB and Council and that will prove to be an effective "stick" to ensure compliance in the future.

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

BOULDER DESIGN ADVISORY BOARD

Annual Application - 2016

Date
01/25/16

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

Staff Liaison: Sam Assefa (303)441-4277

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

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.

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First Name *
Jerry

Last Name *
Shapins

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-839-6280

Work Phone (?)

E-mail Address *
jshapins1@gmail.com

Occupation
artist/designer/community volunteer

Place of Employment/Retired
Retired

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

2/3/1982

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Master of Landscape Arch University of Pennsylvania under Ian McHarg/author of Design with Nature 1974; Assistant Professor 1980-1986 Univ of Colo School of Arch and Planning; Principal and lead planner/designer Shapins Assoc Boulder 1986-2008; City of Boulder Downtown Design Advisory Board 1982-1987;1998-2003; Projects completed in Boulder included varioius projects for Transportation Dept, Planning Dept, Parks and Rec Dept; Chautauqua Assoc; CU Facilities Mgmt; Skills include extensive experience urban/parks/campus site analysis/planning, urban and site design, land development planning, public collaboration/ communications, writing, and community engagement. Also extensive skillset analyzing and researching civic design and public space issues..and regularly I am a critic at CU Environmental Design. Key work by Shapins Associates in Boulder included: Colorado Chautauqua Dining Hall Plaza; CU South Campus Plan; CU Grandview Area Plan; CU Broadway Wayfinding Signs; Boulder UniHill Sketch Plan; Boulder Downtown Pedestrian Guidelines; Boulder 9th/Canyon Charette; BURA Design Guidelines; Boulder 13th Street ContraFlow Bike Lane; Boulder Broadway Corridor Streetscape Design; Boulder Valmont Park Master Plan. I also currently practice as an artist and graphic design volunteer for non profits, and have a deep interest in public and community aesthetics. Used to teach History and Theory of Landscape Architecture...and recently conducted a Boulder field session during the 2014 National Meeting and Convention for the American Society of Landscape Architects November 21 2014. I have a great deal of experience collaborating with architects, designers and citizens on various civic and campus projects..and this skill is helpful for the City and BDAB. I currently serve on the Downtown Management Commission.

Other work on volunteer boards and non profits include: Goose Creek Neighborhoods 2015-present; Denver Art Museum Guest Services Council 2014-present; Boulder Urban Sketchers Co Leader 2015-present; Boulder International Film Festival Senior Outreach 2012-current; I Have a Dream Foundation 2012-2015; Mapleton Hill PorchFest Steering Committee 2012-2013; Boulder GreenStreets 2012; CU Conference of World Affairts Human Conditions 2012-2014

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

Most recently I served on the working group to update the Downtown Urban Design Guidelines. From that experience working with staff and members of other boards I realized that there are many things to be done to make the design review process much more effective for Boulder. I also really liked the interaction amongst the different boards and points of view, and realize that there are so many ways to enrich the Downtown through the design of buildings, spaces and infrastructure that reflect our unique setting and history, and the passionate desires for experiencing Downtown Boulder.history, and the passionate desires for experiencing Downtown Boulder.

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

A recent situation occurred while I was a committee member with about ten other neighbors challenged with developing an event concept and operations and marketing strategy for the MapletonHill PorchFest for the fall of 2012 and 2013. I personally wanted the event to attract a broader visitor base and to offer a wider spectrum of music to attendees/neighbors..but there was not agreement about these intentions on the board. We talked through the various conditions and risks associated with my desire..vs other ideas that envisioned a different and more local event. The open and honest discussion that engaged all points of view enlightened us all. We then designed the event based upon what most folks were comfortable with..and also decided to learn from the experiences of the early events before we risked larger crowds and more diverse musical styles. This style of conflict resolution..through open, structured and sometimes facilitated discussion amongst people with divergent opinions, generally works when folks are respectful of others, trusting and committed to goals/mission of their endeavor.

Regarding BDAB, I have the highest respect of our City staff who lead urban design projects and facilitate public review of civic and private sector projects. They are doing a fabulous job with the magnitude and complexity of the workload that is current and still expanding! A final note..often design research and examples/precedents from other cities/situations is a way to help people understand the differing attributes of a project, and to gain an informed opinion about a particular design issue.

The best way to make progress via volunteer public discourse is to empower and seek leadership who is committed to action via a scheduled and organized discourse with an intended output and action or tangible result or benefit. Meetings should reflect an organized schedule; discussants understand the agreed upon rules of engagement; that different expertise and roles and points of view are encouraged; and that the process ends in a conclusion originally aimed for.

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

Former employees, colleagues and neighbors in Boulder and elsewhere may have special interest as applicants or interested citizens in projects that I may review for the City of Boulder. In these unlikely circumstances I will objectively review these submittals and abide by City requirements and laws regarding design review of projects.

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

As a practicing professional for almost thirty years as a landscape architect, planner and urban designer, I managed or led the planning and design of street corridors, public spaces, downtown historic districts, urban nature parks and multimodal access improvements for public infrastructure. I also teamed with architects and private sector developers to propose,review and develop design documents for mixed use projects. Also, early in my career I was an assistant professor at CU Denver where I co taught the interdisciplinary third year design studio to teams of architects, planners and landscape architects who were assigned real world urban design projects. Finally, in my practice, I helped City of Boulder planning staff develop guidelines for the 26th Street Area prior to the Dairy Arts development, and helped to develop guidelines for the BVRC. I also personally developed the pedestrian district guidelines for Downtown Boulder in the mid 1980's. Today, I regularly visit cities and town centers abroad to be inspired by changing urbanization patterns and the evolution of new technologies for design and development of public places and their rich settings.

As a consultant with Shapins Associates in Boulder we were hired by BURA a few times in the early 1990's to help staff to develop concepts and design visions that were a basis for public discourse and policy changes for urban design and redevelopment at the BVRC and influence areas. These were great experinces for us and challenging work that we were always proud of . We helped to develop a master plan for Boulder Plaza SubArea Plan where we developed the urban design concepts for new development, gateways,landscapes and transportation centered on 26th Pearl; this was the basis for the Dairy moving to 26th, and the redevelopment projects completed near Pearl and 28th; We also helped staff to develop the current guidelines for the BVRC...and developed the text and graphics and organizations for the entire document; Finally, we were hired by BURA to help produce, conduct and document the 9th Canyon Charette..which creatively invited architects from Boulder to prepare site plans for the signature corner site to accommodate new uses; amazing results were developed at the 9thy Canyon charette that showed about 6 different ideas for hotel, housing, retail, parking and public spaces to be developed at the former peoples parking lot. Another project we did for BURA was to prepare the Crossroads East SubArea Master Plan. This project was prepared for the board of directors and staff. We developed ideas for improved circulation(Canyon going through to 30th); public amenities and landscaping; new mixed use and denser redevelopment in the northern quad; and illustrations of other ideas to make this a more friendly place for pedestrians and cyclists; some of the improvements were implemented in the 30th street work; much of it still remains to be done!

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

I have worked with building architects to develop design and planning concepts and technical documents for buildings/sites at the University of Colorado; University of Northern Colorado; the Foothills Community in Boulder; Affordable Housing in Louisville; for visitor centers at Yellowstone National Park and Grand Canyon National Park; for an arts center in Parker, and for various infrastructure projects. I was the bridge architect who designed three bridges over Sellars Gulch in Castle Rock; the highway bridge along McCaslin Blvd between Superior and Louisville going over US Highway 36; and helped the design team design the Broadway Bridge over Boulder Creek in Downtown Boulder. I understand the design processes, methods and materials commonly practiced in Boulder.

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

These public bodies articulate different points of view intended to translate public intentions for the design character of Boulder. While most emphasis currently aims to preserve our rich historic context in the form of revered historic structures and associated improvements, these boards also weigh in on the urban design of the city. When concerned with urban design, the boards must reflect on the rich systems, patterns and resources of the city to understand what is the effect of all these forces working together? The design review of these boards should reach beyond the individual sites and buildings to understand the character of the whole and ask how does each proposal affect the whole, or more specifically give back a stronger urban fabric. BDAB should lead this discourse; while planning board must weigh in regarding the administrative interpretations of land use and zoning criteria which affects urban design. Of coarse the Landmarks Board must be the stewards of the historic character and help to interpret the ethics of preservation that strengthens Boulder. City staff strongly weighs in by not only carefully facilitating rich and inclusive public conversations about the design of Boulder, but also to provide the latest advancements and technologies to understand and review our past heritage along with the potential design and spatial possibilities that could enrich the civic framework for private development. Currently BDAB provides advice to public officials and the other two boards who enact the public policy. This relationship has proved to be awkward in Boulder and needs adjustment to establish a more wholistic review experience for all. How? Ahhhhh perhaps some streamlining is in order, but only that should occur if there is strong public sentiment to revise and streamline the whole design and development process in Boulder.

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

BDAB should weigh in on design matters citywide. This could be the true urban design role to deepen a conversation about the experience of all of Boulder. It would be a primary value if Boulder could develop an Urban Design Framework for the whole city and describe the intended character of signature streets, pathways, districts, edges, open spaces and special resources. Different than the comp plan, this framework would establish character based recommendations, and then BDAB could weigh in to use that during design review. I have advocated that the City do this for many years to shift the conversation to design of the ""whole" , and to enable citizens and officials a more ""non nimby" perspective that is not selfishly inspired. The process to do this, could be fun and inclusive, and cause us to be more optimistic and even more unified regarding the evolution of change. This review of the fitness of every project to the intended framework surely would be voluntary, yet hopefully inspiring to guide city building that reflects the broad characteristics of a City. If Frederick Law Olmstead Jr could create ideas for the whole City in the early 20th century, surely we could update that 100 years later!

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

From: Jerry Shapins [jshapins1@gmail.com]
Sent: Friday, January 29, 2016 12:38 PM
To: Leatherwood, Heidi
Subject: Jerry Shapins favored boards to serve on

Heidi,

If you can pass this note on to council members who review my board applications that will be great! This explains my personal preferences re board service. Thank you!

This year I applied to serve on three boards (BDAB, BURA, DMC) with the intention of hopefully being selected for one. I would love to serve on any of the boards, but my real preference is to serve on a board which incorporates collegial discourse and collaboration re urban design and redevelopment. My preferred choice is BDAB, but BURA may be a good second choice too. If the Council deems someone else is a better fit for those two choices, then of course it will be fun to followup and continue helping DMC my third choice.

Thank you so much for considering my choices and the opportunity to serve Boulder!

Respectfully submitted Jerry

Jerry Shapins, ASLA Emeritus
Urban Design/Planning
Landscape Architecture

jerryshapins.tumblr.com

@jerryshapins
Boulder, Colorado
80304

720-839-6280

BOULDER DESIGN ADVISORY BOARD

Annual Application - 2016

Date
02/17/16

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

Staff Liaison: Sam Assefa (303)441-4277

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

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

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

First Name *
Juana

Last Name *
Gomez

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-971-6989

Work Phone (?)
303-499-9505

E-mail Address *
juana@lawrenceandgomez.com

Occupation
architect

Place of Employment/Retired
Lawrence and Gomez Architects

Do you reside within the city limits? *
☑ Yes ☐ No

When did you become a resident of Boulder? *

12/30/1988

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am an architect, have taught architecture, and have served on many boards and committees:

Adjunct Faculty, College of Architecture and Planning, CU-Boulder
Taught fifteen semesters between 1991-2008
First, Second, and Third Year Design Studios
Architecture, design, history, site analysis, planning, urban design, intro to construction detailing, landscape design, drawing, model building, verbal presentation skills

Registered Architect: State of Colorado License No.202963
B.A. in Architecture from Yale University, Master of Architecture from CU-Denver
Development Fees Working Group, City of Boulder 2016
CIPC – Capital Improvement Planning Committee of the Boulder Valley School District, 2013-'14, Innovation sub-committee; $576.5 million bond, 62 projects
CBOC – Citizens' Bond Oversight Committee BVSD, 2009-'12 Chairperson 2011-'12, $298 million bond, projects including LEED Platinum Casey MS
DAT – Design Advisory Team, Bear Creek Elementary 2009, Southern Hills M.S. 2010
American Institute of Architects Colorado Board of Directors 1994, 1995
Colorado Yale Assoc. (Board of Directors 1992, National Delegate 1992-1995)
Boulder County Arts Alliance, Board of Directors 1999-2003
University of Colorado Foundation, Inc., Board of Directors 1997
Alumni Association of CU-Denver (President '96, VP '95, Board '92-'96)

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

My professional experience as an architect includes several years of submitting requests on behalf of clients for variances (for example administrative setback) or requests (for example demolition approval from Landmarks). In every case it was evident that staff's and board members' attention to the details of each case allow for better communication and for better outcomes.
Recently I had the opportunity to attend a BDAB meeting. The dynamic of the group was constructive as they discussed final revisions to the design guidelines. As I listened, I felt that I could be a good contributor to the Board. I was also intrigued by their description of their regular meetings having a desk crit style; I have had much experience with the crit format primarily through teaching architecture during fifteen semesters.

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

In the CIPC group of the School District there was often discussion about the need for student security versus its cost and the desire for student privacy. People with experience in several aspects of these issues spoke to the group. Committee members and staff were asked to propose solutions. Participants felt their input was carefully considered after each idea was presented and discussed by the group.

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

Though my professional work will not include a project in downtown Boulder in the foreseeable future, as an architect I have many friends who are in the profession. A potential conflict might arise if a close associate is presenting a project to BDAB and it might be perceived that I would be partial to that person's proposal. The Board can ask individual members to disclose such relationships and to recuse ourselves from specific discussions if necessary.

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

The curriculum I taught over fifteen semesters in undergraduate architecture studios at CU included urban design and planning. As an architect I have worked on public, commercial, and residential projects. The Guaranty Basemar Bank and the Denver Central Library, for example, are two projects of different scales that both required attention to visual impact, pedestrian experience, and vehicular access.

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

I am an architect by profession. My experience has included a wide range of scales and building types, from new schools, hospitals, main library, commercial spaces, to single-family residential. I have worked on all aspects of design including schematics, plan development, construction drawings, specifications, contract administration, and materials selection.

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

Public bodies such as those listed should continue as advisory groups. Planning and Landmarks should maintain a regulatory role in the design of public buildings, large projects, and projects in certain districts.

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

A design review for large developments outside of the downtown area may be appropriate for public buildings, projects above a certain size; and/or for projects along certain corridors; and/or for projects that request height variances. A design presentation could be made by the applicant at a joint meeting with BDAB and Planning Board, who would have discretion on making recommendations binding in light of other considerations.

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

DOWNTOWN MANAGEMENT COMMISSION

Annual Application - 2016

Date
01/25/16

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

Staff Liaison: Molly Winter (303)441-7317

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

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First Name *
Jerry

Last Name *
Shapins

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

Street Address
644 Dewey Avenue

Address Line 2

City
Boulder

State / Province / Region
Co

Postal / Zip Code
80304

Country
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Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-839-6280

Work Phone (?)

E-mail Address *
jshapins1@gmail.com

Occupation
artist/designer/community volunteer

Place of Employment/Retired
retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

2/3/1982

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Master of Landscape Arch University of Pennsylvania under Ian McHarg/author of Design with Nature 1974; Assistant Professor 1980-1986 Univ of Colo School of Arch and Planning; Principal and lead planner/designer Shapins Assoc Boulder 1986-2008; City of Boulder Downtown Design Advisory Board 1982-1987;1998-2003; Projects completed in Boulder included varioius projects for Transportation Dept, Planning Dept, Parks and Rec Dept; Chautauqua Assoc; CU Facilities Mgmt; Skills include extensive experience urban/parks/campus site analysis/planning, urban and site design, land development planning, public collaboration/ communications, writing, and community engagement. Also extensive skillset analyzing and researching civic design and public space issues..and regularly I am a critic at CU Environmental Design. Key work by Shapins Associates in Boulder included: Colorado Chautauqua Dining Hall Plaza; CU South Campus Plan; CU Grandview Area Plan; CU Broadway Wayfinding Signs; Boulder UniHill Sketch Plan; Boulder Downtown Pedestrian Guidelines; Boulder 9th/Canyon Charette; BURA Design Guidelines; Boulder 13th Street ContraFlow Bike Lane; Boulder Broadway Corridor Streetscape Design; Boulder Valmont Park Master Plan. I also currently practice as an artist and graphic design volunteer for non profits, and have a deep interest in public and community aesthetics. Used to teach History and Theory of Landscape Architecture...and recently conducted a Boulder field session during the 2014 National Meeting and Convention for the American Society of Landscape Architects November 21 2014. I have a great deal of experience collaborating with architects, designers and citizens on various civic and campus projects..and this skill is helpful for the City and the DMC. I currently serve on the Downtown Management Commission.

Other work on volunteer boards and non profits include: Goose Creek Neighborhoods 2015-present; Denver Art Museum Guest Services Council 2014-present; Boulder Urban Sketchers Co Leader 2015-present; Boulder International Film Festival Senior Outreach 2012-current; I Have a Dream Foundation 2012-2015; Mapleton Hill PorchFest Steering Committee 2012-2013; Boulder GreenStreets 2012; CU Conference of World Affairts Human Conditions 2012-2014

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

I currently serve on this board. I have learned a great deal about the complex nature of managing staff, resources and communications in Downtown Boulder to sustain a vital and contributing Downtown experience and economy. Staff does an incredible job of responding to public concerns while coordinating with the business community, public officials and other City departments. Because Downtown is such a successful economic engine, and the perceived heart of the community, a delicate approach to managing the resource is required. The role of the DMC though remains somewhat vague in terms of what are we really responsible for, how we can best advise City Council, and how to make our role more vital. Currently our focus is narrowly conceived where we review and learn about safety; parks operations; retailing and tax income; transportation infrastructure; DBI and their programmed events; and special projects by DMC staff. The monthly meetings include mundane summaries by staff, and cursory review of a long backlog of projects that suffer from too much inaction and dialogue. What we do not do is to weigh in on the broader whole conditions and purposes of Downtown and how this unique district relates to the rest of the City, what its significant issues are, and how to best develop solutions. Our current weighing in on the AMPS plan is a case in point. There have been a few joint board meetings and technical presentations, but for me its hard to offer opinions and comments because we do not have a common frame of reference for Downtown. So I continually advocate for a broader purpose and point of view, and to use our citizen voices more for broader value setting and intentions rather than reviewing highly technical and even academic explorations that seem to run on way too long. I think that the current reorganization to a Dept of Community Vitality is a great step forward to encourage better collaboration across the board aligned along a purpose of vitality rather than management. But given these experiences and perspectives, I have an interest to stay of the board to be able to improve our role in the City, and to join others to weigh in on the current evolution of Downtown Boulder..i.e. how do we best manage and allocate resources to expand our thriving Downtown for all, while integrating the emerging changes from redevelopment at UniHill, the Civic Area, at BCH , East Pearl, 29th/Boulder Junction and Downtown.

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

A recent situation occurred while I was a committee member with about ten other neighbors challenged with developing an event concept and operations and marketing strategy for the MapletonHill PorchFest for the fall of 2012 and 2013. I personally wanted the event to attract a broader visitor base and to offer a wider spectrum of music to attendees/neighbors..but there was not agreement about these intentions on the board. We talked through the various conditions and risks associated with my desire..vs other ideas that envisioned a different and more local event. The open and honest discussion that engaged all points of view enlightened us all. We then designed the event based upon what most folks were comfortable with..and also decided to learn from the experiences of the early events before we risked larger crowds and more diverse musical styles. This style of conflict resolution..through open, structured and sometimes facilitated discussion amongst people with divergent opinions, generally works when folks are respectful of others, trusting and committed to goals/mission of their endeavor.

The best way to make progress via volunteer public discourse is to empower and seek leadership who is committed to action via a scheduled and organized discourse with an intended output and action or tangible result or benefit. Meetings should reflect an organized schedule; discussants understand the agreed upon rules of engagement; that different expertise and roles and points of view are encouraged; and that the process ends in a conclusion originally aimed for.

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

Former employees, colleagues and neighbors in Boulder and elsewhere may have special interest as applicants or interested citizens in projects that I may review for the City of Boulder. In these unlikely circumstances I will objectively review these submittals and abide by City requirements and laws regarding design review of projects. As well, as an active member of Goose Creek Neighborhoods, if BCH review comes to the DMC, I may also have to excuse myself from that discussion as well.

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

a.Staff should work more effectively with Transportation and Planning Departments. Parking, access, land use and design are all integrated closely in Boulder. The City should strive to encourage staff and boards from these perspectives to work together more. In fact if some of these departments were merged in some way, we could have more effective management of our resources that would benefit the smooth operations of downtown.

b. Use Online Technology to inform visitors about the location and availability of parking. These tools are available now and would benefit folks who want to know ahead of time where to park their car.

c. Price management. To me this is a proven way to get more out of the available parking supply and to encourage more efficient utilization and to manage with costing, flexibility and adaptations to changing conditions during the day.

d. More ADA Drop off and access. While we may be providing the current and acceptable standard for vehicular drop off for disabled, elderly and others, I believe that more dedicated drop off areas at corners and mid-blocks should be built in to the system to allow folks to drop-off passengers more conveniently, and to provide some breathing room along the crowded curbside parking. Retailers will always complain about this..but better service for the wider demographic is important for an accessible downtown for all.

e. Perimeter and Local Parking for Employees and Others. Workers take up way too much valuable parking space in Downtown; available local and perimeter surface lots in outlying sites and shopping areas could use a stimulus of infrastructure redevelopment that provides multipurpose benefits. So it would be GREAT to partner with the private sector to build new outlying parking and additional housing/retail in perimeter shopping areas or other locations. And to use BCH on Broadway asap.

f. Develop Civic Area Parking To best manage our current parking and visitor demand and comfort of users, it would be wise to provide two additional structures and subsurface parking at either end of the Civic Area. This would enable the City to remove surface parking that impacts park visitor uses and experiences, and enable the City to pursue the development of new and vital cultural arts and innovation uses downtown. Careful coordination of impacts to transitional neighborhoods should also be part of the parking management approach. The structures should also be multipurpose with possibly rooftop recreation and be adaptable to new uses as multimodal access to downtown increases.

g. Redevelopment of Wells Fargo and Spruce lot. These lots should be transformed into vital new downtown mixed uses, parking and public spaces. The City should work closely with Wells Fargo, and seek partners to redevelop the Spruce Lot.

By developing a more aggressive approach to meet current and future demands for parking, and to complement these efforts with outstanding enhancements to the cycling, transit and pedestrian infrastructure, more needs will be met that can also adapt to shifting access mode and parking preferences in the future.

It is important as well to continue to encourage and influence a mode shift with education, best practices and facility design, and to offer incentives for people to leave the car home. Providing universal EcoPasses can likely be a wise incentive.

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

Personal vehicle access to downtown via the existing arterial and local road network works fine and has the expected urban congestion that is mild compared to other areas; access via the downtown one way loop to the parking structures also works fine. Access via the community bus network and RTD also provides ample service choices for people. The urban grid connecting walking routes that use the sidewalk infrastructure also work well from a functional point of view. The walking experience across the Civic Area and on Canyon Blvd are less than ideal because they are somewhat empty and uninteresting. More development will activate the sidewalks and make them and the entire downtown more interesting, including areas in the Civic park where activation should enhance the uncomfortable urban empty spaces there. Cycling access aside from the 13th Street contraflow could use signicant improvement to encourage more direct access. Perhaps a few “road diets” downtown can enhance the cycling porosity and encourage more cycling access.

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

Downtown Boulder is a distinctive and special place characterized by its ensemble of modest historic buildings arranged in a traditional grid pattern and enhanced by an impressive mountain backdrop and vital sidewalk activity. The open spaces along Boulder Creek and the Pearl Street Mall provide unique natural and cultural flavors that are the foundation for a vital preservation legacy. The strength of this place is enhanced by the production of regular events and programs to attract users and to enhance the ambiance of an active downtown. The efforts to keep the area comfortable, clean and safe for users also is a key ingredient of Downtown. The uses generate handsome private sector profits and a tax base for the City because uses try to respond to evolving and changing markets and cultural preferences. The mix of government, leisure, office and retail uses and destinations is also a signature characteristic of this district. Accessibility by diverse modes strengthens this urban vitality as does the opportunity to have surprise and serendipitous sidewalk experiences on the active sidewalks. These attributes are the core strengths that the City so artfully manages with support from the business community, public officials and various non profits.

But the current experiences and choices are perhaps under duress and in need of modifications. High rents are causing banks and offices to take up valuable ground floor space and more uniform architectural and market responses to high tech needs can be uninspiring and uncreative. Some of the regular programming and experiences are repetitive year to year and are not always reflective of more creative cultural opportunities and expectations in such an educated community. Performance space outdoors is poorly offered at the Bandshell, and innovation seems to be kept more private than in the public realm. The possibilities for expressing a more artistic and creative civic brand are resisted by many stakeholders, and the attractions downtown for more diverse and interesting cultures are weak. Rooftops and airspace can be better utilized and high quality sustainable modern architecture is blunted by uninspired committees and attachment to the past; Experiences that result from unintended consequences are less common nowadays, and the inspiration from public arts is dominated by a cute bronze zoo. Is this how we should be responsive to citizens? Is public art a marketing tool to encourage shopping or is art meant to enlarge our public consciousness?

So what can be done? Perhaps a shift in leaderships will result in more youthful and open attitude about what downtown should look like and who it should serve. Perhaps more public space planning is needed in the whole district to birth new approaches to sidewalk art, activation and civic activity that goes way beyond the Pearl Street Mall and the Civic Area. Perhaps the downtown urban design guidelines can inspire an outstanding modern green architecture that is celebrated for its contrasts to historicity and suited to our remarkable views, light and setting and new young urban residents and the future. Perhaps in twenty years we will be inspired by the differences in downtown building over time rather than the commonalities and uniform references to the past. Finally, perhaps we will unite together to develop a seam in downtown on Canyon Blvd and in the Civic Area and its bookends, where new green iconic buildings and spaces will inspire all with cultural performances, art and innovation and framed by new public event and staging spaces that engage more diverse users to downtown. But to do this, to look into the future and to critically assess what we have, will require yet another plan..perhaps with an Urban Design and Creative Approach that engages all to envision a future Downtown Boulder with vital neighbors at CU, on the Hill and at the BHS campus/Community Plaza

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

The events management team does an incredible job given the schedule, legal constraints and resources that they have. Bands on the Bricks, Xmas Lights, ArtsFest, Octoberfest, Iron Man and other weekend events are great contributions to the life of downtown and an incentive for visitors to spend money downtown. But these same events are breeding disinterest with some of the community. I personally do not think the ArtsFest exhibits high quality nor very interesting work. The events on the mall also could relate better to the Civic Area if there was something decent happening there..ie a great outdoor concert..but we do not have a venue for that. The programming does not uniquely pay attention to the changing demographics here…so we fail to engage more people of color.

The mall and downtown parking lots,structures, lighting and other features are maintained in a careful manner. But personally the design sophistication out there is quite basic. There are too many pedestrian obstacles to overcome , its too cluttered, and there are not really many interactive amenities. When art goes up it is a very safe idea..and the banners aim too regular/y at Students and buffalos. There seems to be too many internal roadblocks to inspire sustainable change and physical space improvements. The discourse and "work" on the Civic pad has gone on forever. Why did this have to be a decade long process? What is broken? Can we fix that?

The partnership with Sean/DBI is great. And DBI works very hard to meet everyone's needs. But DMC's discussions do not really address the broader views re how to best manage the downtown Mall and resources, and how will Downtown, the Pearl Street Mall, and the infrastructure that we have serve visitors, businesses and residents in the future. There is very little broad discourse re planning. Decisions and strategy about downtown appear to be made amongst staff and DBI, and the DMC is really not engaged in broader discussions about best management, infrastructure needs, future development etc. It appears that only a very small window of info is given to us so we remain easily managed.

Not sure about City and County relationships. It does seem that DCV works mostly with Transportation and Economic Consultants…rather that with Planning. It was great for me to join other board members on the working group assigned to help staff with the update to the Design Guidelines and to think about the future of Downtown.

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

ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2016

Date
02/17/16

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

Staff Liaison: Brett KenCairn (303)441-3272

Meetings are usually held the second Wednesday of the month.

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

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

First Name *
Christina

Last Name *
Gosnell

Home Address (Not available to the public unless you are appointed.) *
Street Address
Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
443-823-9480

Work Phone (?)

E-mail Address *
gosnellc11@gmail.com

Occupation
Energy policy analyst

Place of Employment/Retired
Clean Energy Action

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/2008

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I work for a local non-profit, Clean Energy Action, focused on the transition away from fossil fuel generated electricity. Currently, we are working on a project with a broader team exploring financial pathways to a decarbonized electricity supply, using Xcel in Colorado as a case study. I am currently doing a lot of the analytical work, helping pull data from federal databases as well as state regulatory proceedings. I transitioned into this role from being the Operations Director, in which I helped coordinate clean energy advocates and communicate complex issues around decarbonization of our electric supply to empower and engage citizens. Through this work I've become increasingly aware of the incentives, either explicit or implicit, that dictate the outcome of our energy landscape. I've come to believe that the environmental community has historically ignored the financial implications of the policy changes we seek, so I do my best to always include that perspective in whatever work I'm doing.

I graduated with honors from CU with a BA in Environmental Studies and a minor in Political Science as well as the Renewable and Sustainable Energy Institute's undergraduate certificate. Throughout my time at CU, I worked for the CU Environmental Center for the Recycling Outreach Team, working to educate students, staff and faculty as well as promote more access to zero waste options on campus. On that team, I played a wide variety of roles, ranging from physically sorting compost at the first ever zero waste football stadium, to engaging students on why recycling is important for them, to designing and implementing new composting programs in more buildings on campus. After graduating I worked for a small, local recycling hauler, Green Girl Recycling, which services residential and commercial customers . In that role, I was focused mostly on customer acquisition and revamping our educational materials.

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

Climate change is my prime motivation for involvement in environmental advocacy and my professional work, and most of what this board deals with seems integrally related to the city's pursuit of our aggressive climate commitment. The things that have most interested me in the past have been the energy efficiency efforts like Smart Regs, the new commercial energy efficiency requirements, and the city's zero waste efforts such as the pay as you throw policy, the bag fee, and new commercial recycling and composting requirements.

As a renter, SmartRegs is of particular interest to me, especially given that over half of the citizens of this town experience the renter/landlord split-incentive for energy efficiency upgrades. Especially because the demographics of the renters in Boulder are more on the lower income end of the spectrum and the lower income a household has, the higher percentage of that income usually goes to paying for fossil fuels, I see this as an important social justice issue. I strongly support the SmartRegs program and I would love to help give advice for the inevitable problems that will come up during final implementation. Similarly with the commercial and industrial energy efficiency requirements, I'm eager to see these implemented because most of commercial spaces in town are leased and thus experience a similar split-incentive, and commercial and industrial buildings are responsible for most of our building-based electricity consumption.

Boulder has an incredible history when it comes to waste management, which makes me proud to be a Boulderite. From our commitment to easily accessible recycling and compost service for all residents, to our facilities like CHaRM and HMMF, to our more recent requirements for businesses, Boulder has done a lot to take us down the road towards zero waste. We still have a long way to go to get us from 35% to 85% in 2025, but that is a great goal and a great framework to work towards. From my experience working with CU, trying to help further their 90% diversion goal overall and implementing the zero waste plans for the football stadiums, I find that access is first and education is second. With the full inclusion of the multi-family units and the commercial spaces, we've gone a long way to ensure easy access to recycling services in town. Eco-cycle has done great work in this community to educate about the why and the how of recycling, but we have a long way to go.

My work with CU Recycling was mostly framed around community based social marketing, and thus I believe the most effective way to educate and engage folks in recycling is building one-on-one connections and having conversations. Luckily, there are loads of opportunities in this town to do that in a relatively efficient way, such as the plethora of sustainability minded events. I've gotten through to more people about recycling standing next to a zero waste station at events than anything else.

I also strongly supported the bag fee and was moved by the involvement of the high school group who advocated for this plan. It was incredibly inspiring to see youth in this community advocating for their future and I think there is no better vehicle to get through to people about the importance of thinking about the future than through the mouths of those who will experience more of that future. It was unfortunate that the original idea of making this a tax to fund expansion of the recycling facilities fell through, although I'm glad that we are moving forward with that now.

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

I live in a cooperative and I tend to find myself in groups in which people are passionate about what we are working on and tackling, so I am continually reminded of the importance of good strategies and tactics to handle conflict constructively.

Recently, there was a conflict in one of the advocacy groups that I work with that led to a member leaving. The person ultimately left because of a minor comment that was quickly addressed, but their desire to leave was a culmination of unaddressed power dynamics that were leading to members not feeling heard and not feeling empowered as leaders. This made me personally very upset. Although these things usually are not the result of bad intentions, the impacts felt unacceptable to me. I communicated this to the group, which resulted in a larger conversation about roles and power dynamics. I also reached out directly to the person who left to make sure they had the opportunity to process the experience.

As a result of this dynamic, as well as general miscommunication that I've encountered repeatedly in group settings, I believe strongly in building trust between members through developing good communication practices, such as holding space for healthy disagreement and understanding how people like to be confronted with criticism. I have been trained in, and continue to educate myself on topics of non-violent communication, conflict mediation and anti-oppressive systems to develop more tools to deal with conflict when it arises.

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

In the narrow sense of what the city defines as a conflict of interest, I very much doubt I will have any. I have only worked for environmentally minded businesses and organizations and plan to continue working in this space, but it seems unlikely that any of those organizations would be directly involved in transactions with the city. If they were, then I would certainly disclose that fact, and recuse myself appropriately from the topic at hand.

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

In my opinion, the main environmental issue facing Boulder is the challenge of meeting our climate commitment. Boulder has targeted our electricity supply, which I think is a wise direction, although I'm glad that there have been major efforts for energy efficiency and distributed generation in town over the last few years alongside the municipalization effort.

Given that we have a relatively uncooperative partner in our monopoly utility, I strongly support the municipalization effort. While Xcel has the highest amount of renewables on their system compared to other vertically integrated monopoly utilities in this country and I applaud them for that, this is a relatively low bar and it's not compatible with a livable climate. I held forums with students when 2B/2C were on the ballot and canvassed with New Era against the Xcel sponsored measure 310. I see local control to our electricity supply as imperative to meeting our climate goals. After exploring the regulatory framework that PSCo operates under, as dictated by the Public Utilities Commission and ultimately the legislature, I know that we could do a better job to ensure low cost, reliable, sustainable electricity to the residents of Boulder.

If the current legal processes are fruitful, I could imagine this board helping advise Council on setting up a board to oversee the municipal utility, and helping to ensure that the utility takes its emissions reduction mandate seriously. I could imagine this board evaluating the environmental effectiveness of various strategic frameworks for a new utility, such as disentangling the utility's revenue from the sale of electricity from the start.

If the municipalization legal processes comes down against the city, then I feel strongly that the city should double down on the behind the meter work that it has been doing already. I could also imagine shifting focus to attempt to band together with other communities to advocate for state level changes that could open the door to more renewable energy, such as community choice aggregation or a higher renewable portfolio standard.
Given that the city has ambitious zero waste goals, recycling, compost and waste reduction will need to be a large focus. Reduce is the first R. When helping with the CU's zero waste football stadium, I learned the importance of filtering the waste stream at the point of purchase.

I think it would be incredibly useful to collect procurement data from the largest waste generators in town, and work with them to encourage procurement practices that are in line with zero waste, like minimizing packaging, and swapping non-recyclable hybrid materials for recyclable materials. I would certainly advocate for beginning by focusing on only the large producers of waste because they have much more buying power and more of an ability to move the needle on design practices.

I also see transportation and land use policy as being key to success in climate change and in local air pollution, considering tailpipe emissions have large impacts on local ozone and particulate matter, though I'm aware that this policy space is typically beyond the purview of this board. Nonetheless, I could imagine this board weighing in and giving input just on the environmental side of land use and transportation policies.

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

While I am very supportive of the city's energy efficiency requirements, I think that the city should look more at financing of energy efficiency projects to ease homeowners, landlords and commercial building owners into energy efficiency.

The upfront cost of energy efficiency retrofits or upgrades are usually one of the biggest barriers. There are many energy efficiency upgrades that yield a net financial benefit and sometimes a relatively short payback period, which can make them financially attractive, but none of that matters if you don't have the upfront capital or access to financing that understands the cost savings.

I see this as a social justice issue. How are you going to pay upfront for a energy efficiency upgrades that will ultimately lower your costs if you are living paycheck to paycheck? I don't want to encourage systems in which only folks with economic privilege can participate, which is why creative approaches to financing are imperative.

The County's Climate Smart program is a great start, but from my understanding, they have had trouble with uptake of their programs. I would like to explore using the tools we have currently, including the city's municipal water utility, to do on-bill financing . There may be some legal barriers that I am unaware of, but it would be an interesting space to explore.

The most eloquent and straightforward way to do on-bill financing is through the electricity bill, but because the city does not currently have that option, why not use the water bill as a billing mechanism? We could also make use of the City's lower cost of capital to keep financing rates low, thus incentivizing the energy efficiency that we want more of.

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

Overall, it seems like the staff is doing a good job. They produce wonderful programs and do the work to fulfill the policy goals that Council puts forward. My only critique would be in the realm of communication and outreach.

The one thing that I think the staff could always do a better job on is outreach and inclusion of people of all walks of life. In most city-run events I've attended, from listening sessions to city council meetings, the demographics do not seem to represent the demographics of the community at large. Diversity is key to developing robust community plans and I usually don't see a diverse set of residents' voices being heard in public forums. Boulder is lucky in that we have very active and engaged residents, but it seems to me that we should do a better job at soliciting the people that we do not normally see at the table. Especially in the sustainability space, there are so many students in town that care deeply about these issues and I think city staff should forge more lasting relationships with the institutions at the University like the Student Government, the Environmental Center, the various departments teaching environmental issues and a number of student groups that work directly with environmental issues. Something that was instilled in me while working at the Environmental Center was empowering people to become leaders, which is a lesson that I hope to carry with me everywhere I go.

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

Energy should be a top priority for Boulder; electricity is a main driver of our carbon emissions. I applaud the city's effort to take control of our electricity supply. I outlined a few ideas that I have above, but more generally I think the city should be looking at every avenue for cost effectively reducing the amount of carbon in our electricity supply and reducing our need for that supply. Luckily, the economics are largely in our favor today and if we come out of the current legal process with the ability to municipalize, we will have many exciting decisions to make as a city.

Beyond the ideas of energy efficiency financing that I outlined above, I think it's vital to build the framework for a new utility in a way that has clear incentives for energy efficiency and renewable energy, which is in some ways antithetical to the way most utilities are currently structured. We can look to our neighbors in Fort Collins to learn great lessons. We can also look to well established policies from other countries, like feed-in-tariffs, or carbon taxes that fund energy efficiency and renewables. We should also be sure to decouple the utilities revenues from the sale of electricity, which is a disincentive for deploying energy efficiency that most electric utilities currently experience.

As I mentioned earlier, if the municipalization effort fails, I would advocate strongly for continuing the behind the meter energy efficiency and distributed generation as well as considering carefully the state advocacy platforms we have available to us.

Historically, Boulder has pushed progressive frameworks at the Public Utilities Commission. Working through the PUC is challenging in the current political environment, but I think it is very important for our state to have more eyes on our regulatory processes, given how much power the Public Utilities Commission wields over the investor owned utilities. There are a number of important dockets coming up and currently underway, including aspects of several related proceedings that PSCo is calling "Our Energy Future," which will alter the landscape for residential solar customers. Later this year, PSCo will file their electric resource plan, which outlines their projections for electricity demand and what generation resources they will add to meet this demand. The decision to build a generation plant is a long-term commitment to burn whatever fuel it is built to burn. Especially given that PSCo has one of the country's newest coal plants (Comanche Unit 3 in Pueblo, slated to run until 2069), I think it's incredibly important that interveners at the Public Utilities Commission are advocating for early retirements of coal-fired generation and ensuring that most new generation be low-cost, low-risk renewable energy.

In terms of what role this board should have in the energy space, I think until there is a separate utility board with a clear environmental and carbon emissions reduction mandate in its directive, this board should weigh in on the environmental impacts of decisions made regarding Boulder's energy future.

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

ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2016

Date
02/12/16

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

First Name *
Jason

Last Name *
Vogel

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-525-0832

Mobile Phone (?)
303-525-0832

Work Phone (?)
303-525-0832

E-mail Address *
jvogel157@gmail.com

Occupation
Environmental consultant

Place of Employment/Retired
Abt Assoicates

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

5/28/2001

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Ph.D. environmental studies; M.S. Astrophysical, atmospheric, and oceanic sciences; B.S. in Chemistry; service on Boulder County's Parks and Open Space Advisory Committee for 3 years; service on board of Boulder Mountainbike Alliance for 10 years; work as an environmental consultant for 8 years

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

In my professional capacity, I led the development of the Boulder County Climate Change Preparedness Plan: http://www.bouldercounty.org/env/sustainability/pages/climatechangepreparednessplan.aspx. I have participated in the city's climate smart program. I am an expert on climate change issues, but am interested in learning more about green building, recycling and zero waste programs, and solid waste disposal.

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

As most of you know, I have been involved in open space issues for a long time (too long?). I have seen and experienced conflict and the destructiveness it brings to the public process and shared public goals. That is part of the reason I would like to join EAB, where I think I can make more of a difference in a less politicized environment. That said, knowing that there was so much tension around open space issues I co-led an initiative to try and find some middle ground on these issues way back in 2007. The basic idea was to engage in a dialogue between people with different priories on open space so we could find areas of agreement, build mutual respect, and discuss our differences in a civilized fashion. You can see a letter to the editor I published with Pat Shanks, Gwen Dooley, Steve Jones, Mike Barrow, and Tom Isaacson here: http://www.dailycamera.com/ci_13080678. This effort was very productive until it was cut off by the West TSA planning effort, which needlessly pitted our interests against one another and undermined all of the hard work we had done. You all are still seeing the aftermath of that poor decision in the North Trail Study Area. I have learned many lessons about building bridges through this experience, but the most important lesson is that when people sit down and talk to one another, good things happen. That is the attitude and strategy I would bring to a situation involving conflict.

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

If there is an RFP put out by the city that would be of professional interest to myself or the consulting firm I work for, that could pose a conflict of interest. I see no other conflicts. Should such an RFP be released, I would recuse myself from any discussions of that issue in front of the EAB - including leaving the room, and no contact with relevant staff members or other members of EAB on that issue.

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

I am very open to hearing what the major issues are from a variety of perspectives. It is clear that there will be some significant work by EAB to support the city in its GHG mitigation efforts whether or not municipalization is successful. Furthermore, as part of the Rockefeller 100 Resilient Cities program, the city has a near term opportunity to address our vulnerability to the impacts of climate variability, extreme events, and climate change. This is where my professional expertise lies, so it is where my mind natually goes. However, I think there are major issues emerging around city growth, transportation and in-commuting and how that affects community energy use and air quality. These are very difficult problems that cut across multiple board - including TAB and Planning. I look forward to partnering with those boards on these issues. AS most of you know, my wife has served on TAB for the last 5 years, and while I certainly have nowhere near the knowledge that she has on transportation issues, I do think I learned a lot about the neglected nexus of transportation and our climate goals.

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

Climate action - start tackling the transportation sector. It is going to be difficult and messy, and thus it is going to take a long time. We will need to consider incentive based approaches - perhaps working with businesses to incentivize carpooling - as well as regulatory approaches - such as a stricter or more expensive parking permitting system. I know these are TAB issues by and large, but it seems like EAB could provide critical input on the environmental benefits of different approaches.

I think we can also do some good work for the environment by considering the environmental state of our protected Silver Lake Watershed. This forest provides natural infrastucture that gives us a clean water supply, but it is at risk from catastrophic wildfire. I would be interested in coordinating with members of WRAB to see how to address this issue.

AL;though I do not yet have the expertise in this area, I would like to make sure we are maximizing the environmental benefits of new development that is happening in town. This can include green infrastructure for stormwater mitigation, reducing the urban heat island effect. maximizing the energy efficiency of new development and redevelopment, incentivizing the use of solar panels on multi-family housing units, etc.

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

We are lucky to be in a town where the citizens have decided to tax themselves to promote sustainability goals. I believe that we can and should ensure that we are getting the bast bang for those bucks. For example, some energy retrofits provided by the city's climate smart program really do make a difference. But others subsidize already wealthy consumers whose choice of furnace ($4000-$8000), for example may not be affected much by a $300-$500 rebate. We could be more effective within our current programs by making sure they are serving the right people and maximizing benefits. For example, when I lived at the Remington Post condominiums, we tried to find a way to put solar panels on the roofs of our buildings, and how to implement water efficiency measures, but there was a fundamental disconnect between the way the programs were designed (to incentivize an individual home owner) and the needs of multi-family housing (where some resources may be paid by the community as a whole so the price signal gets buried in an HOA fee). Some critical thinking here could help us find some creative ways to make a much bigger impact on our sustainability goals by targeting more difficult, but higher value targets, like the city's aging multi-family housing stock that is not likely to be redeveloped.

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

If I was a betting man I would say we are not likely to get the PUC to allow us to condemn and purchase Xcel assets at the price approved by a vote of the citizens. If this is the case, I think EAB can and should take a proactive role in exploring every opportunity to reduce our energy footprint. This includes our electricity generation mix, commercial and residential energy efficiency, more effectively targeting the climate smart program, beginning to address the transportation contribution to our community's energy footprint, and others. EAB can help with this shotgun approach of making incremental progress in many small ways. But to make a big dent on our climate action goals, it will require serious and difficult political decisions that will inevitably come to council. I am ready and willing to be a constructive player in those discussions to help find politically realistic initiatives that can win both council and citizen support.

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

ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2016

Date
02/18/16

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

Staff Liaison: Brett KenCairn (303)441-3272

Meetings are usually held the second Wednesday of the month.

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

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

First Name *
Jennifer

Last Name *
Shriver

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80303

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-247-1622

Mobile Phone (?)
303-641-2749

Work Phone (?)
303-641-2749

E-mail Address *
jennifer.m.shriver@gmail.com

Occupation
Development Director, Part-time, and Environmental Consultant, part-time

Place of Employment/Retired
Community Cycles and WorkLife Consulting

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

3/20/1992

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

My Bachelor's degree is in Environmental Conservation and Management and I've been working in the environmental field for my entire professional life.

During this time, i've gained skills in grant-writing, marketing, and program development and implementation.

I've also served on nonprofit boards, including One School At A Time.

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

I'm very interested in environmental issues and have appreciated the residential energy conservation programs implemented through the City Environmental staff.

I don't have any previous experience with the Environmental 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. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

On the Parent-Teacher Council of my children's BVSD elementary school. New Principal came in who was firing teachers and taking actions that were likely to destroy our program. Our Council met to determine action. Conflict about informational picket at school or parents requesting school district intervention. I used active listening, proposed compromise solutions, hearing from those who object or abstain, while maintaining a focus on our mission, on the common goals, shared values, and vision of what we're working toward -- a great school program for our kids. Decided to start with District intervention which was successful. We would have used the informational picket/protest if the district intervention had not been successful.

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

If an issue came before the Board -- a financial matter, approving a grant proposal that I was involved with, or any other issue where I had a personal or financial interest, I would recuse myself or request the input of other Board members as to whether I needed to recuse myself.
I would also follow Board policy on such issues.

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

I'm aware of the efforts to diversify our energy source, including municipalization of our energy utility, as we have with our water, wastework, and transportation utilities.

Another key is environmental issue is our response to climate change, prioritizing adapation and protecting/sonserving our water, food, and energy resources.

The Board can best work with council to prioritize and address these issues by reviewing potential programs and projects, assessing ROI or cost-benefit, recommending viable programs, and being any additional group of eyes and ears in the community.

The Board can also support Council and our community by seeking sources of funding to help all residents reduce their carbon footprint, and especially by finding ways to support low-income residents in mobile homes where many programs are not available.

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

Climate Change Adaptation:
Anticipating the adoption of state legislation on grey water, develop guidelines for allowable re-use
expand water conservation programs including permeable pavement
Work with the university, schools, community organizations to increase grey water use
Expand local food resources
Explore large-scale USDA grants

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

With an agile approach to implementation, measurement, and assessment of progress

By supporting staff in implementing creative, effective, and bold programs
By effective reporting on successes
By developing a scaled approach of successful implementation programs
By tracking and monitoring success while incorporating lessons learned

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

As the municipalization process unfolds, continuing to aggressively pursue energy conservation programs and projects, including insulation, encouraging and supporting federal and state rebates and tax credits, and exploring pilot projects incorporating new technologies (e.g. passive air heating through solar hot boxes, small roof-mounted wind, LED lighting, along with other new options that arise).

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

ENVIRONMENTAL ADVISORY BOARD (EAB)

Annual Application - 2016

Date
02/16/16

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

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

First Name *
Matt

Last Name *
Kobzik

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States of America

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
603-801-1379

Work Phone (?)

E-mail Address *
mattkobzik@gmail.com

Occupation
Ecommerce Analyst

Place of Employment/Retired
Eco-Products, Inc

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Relevant experiences include working with various establishments, including waste disposal services companies and restaurants, to increase awareness around the city's waste creation. I have used my skills as a leader, communicator, and team builder to foster relationships and help spread awareness surrounding the issues of recycling, composting, and diverting materials from the landfill.

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

I have attended several City Council meetings pertaining to energy usage and solid waste disposal. As a partner with Eco-Cycle, I worked closely with members of their staff to get the Universal Zero Waste Ordinance passed in June of 2015. This experience helped me to understand the great amount of effort that goes into getting legislation passed in a local setting. It also engaged me with my community and provided insight into the thoughts of each side of the fence. This proved to be valuable, as I found that there are two sides to every issue we face.

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

I recently had an issue with two people who rent with me. One man was upset about his room situation and wanted to change rooms with a new tenant. In this instance, I had to act as the mediator. I arranged a house meeting, sat everyone down together, and discussed the feeling of each person and their opinion on the best option moving forward.

Of course, each person had a different opinion on what was best for the house. I had this in mind when arranging the meeting and had to make sure that all parties were heard. In such situations, realizing that human emotions can overshadow realistic courses of action is critical. I displayed calmness and integrity as the house manager and leader. At the same time, I resolved the conflict by respecting the voice of each member of the group.

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

I am passionate about environmental issues which can lend itself to being blinded by ambition. My passion for advocating environmental policy change has, at times, upset those around me. What I mean is that I care a lot. I want to see change.

However, I need to realize that that process requires patience. I have worked hard to make sure that I am politically correct about presenting my opinions and sometimes must tamper expectations. I continue to do this, and to understand that change can be slow.

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

When I moved to Boulder in 2014, I had a vision of it as the hub of environmental cleanliness and advocacy. I also believed it to be on the forefront of the issues such as air pollution mitigation, recycling and composting ordinances, and transportation initiatives. However, what I have found is slightly to the contrary. Boulder has much work to do in many areas of its sustainability initiatives.

As it works towards the overall goal of environmental cleanliness and sustainability for future generations, the city needs to consider several major issues. These issues include waste disposal, transportation efficiency, diversifying energy sourcing, sustaining ecosystems and landscapes in Boulder County's Open Space, and monitoring the use of resources so that we do not over consume the limited ones we have. Many of these are contentious and have the potential to bifurcate our community. People have varying opinions and views on how to solve the problems the city faces.

The Board needs to work with City Council to ensure that each area of concern receives adequate resources. Priority should be based on what poses as the greatest hazard to the city's continued health and prosperity. Our city cannot function, as a happy and well-equipped place, if we are mired in environmental issues that affect us. Major issues would include air pollution from the myriad cars (60,000+ in-commuters to Boulder) that travel into the city everyday, methane emissions that are released from our landfills that are filled with valuable resources, and our reliance on coal plants to power our energy grid.

The Board needs to address these issues with urgency, but with a realistic attitude as well. We can do this.

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

The City of Boulder is doing an amazing job with its goal towards a zero waste community in this area. From the adoption of the Zero Waste Ordinance in 2015 to the expanding facilities that compost and recycle, the group has shown that it cares deeply about the issues of waste disposal. I know, personally, that Suzanne Jones is heavily involved in ensuring that these goals are attained.

While I am impressed with their enthusiasm, I think more could be done. A recommendation for improvement could be a greater dissemination of knowledge when it comes to how to recycle and compost. Boulder is ever evolving and its community changes year by year, month by month, and even day by day. It is not easy to keep a constantly changing demographic engaged and informed, but it is important.

We do a waste audit, in cooperation with Eco-Cycle, at Eco-Products bi-annually. Employees are able to see what gets disposed of, what was incorrectly placed in one bin that should have been in another, and the proper techniques for disposing of waste in general. I think classes, like this, could be offered by volunteers of the city. Perhaps offer this option to enthusiastic citizens, who want to teach others about zero waste, so that they can go out and show/prepare businesses, restaurants, etc for a zero waste community. It's a win/win. The businesses get a free audit and volunteer citizens get to feel like they're contributing in a big way.

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

Collaboration is the operative word here. Collaboration among the different aspects of the city's Planning, Housing, and Sustainability teams will be key in driving and achieving sustainability goals. Each arm of this team is important in working with the others, and none can function alone.

To increase effectiveness, the department of CP and S must realize that it can set lofty goals. However, it must not lose sight of the fact that with authentic cooperation with the citizens of the city and the other parts of the city government structure, it will not achieve these goals.

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

Our power grid needs to start moving away from coal power energy. It is simply unacceptable that we still rely on this form of energy to sustain us.

One of our goals to move away from this antiquated system should be to develop and foster clean energy startups in Boulder. Boulder has always been known for its startups and savvy when it comes to creativity. We need to encourage young, burgeoning startups to help us come up with ideas for more sustainable, clean energy.

EAB should be almost like an intermediary in the decision-making process. It should welcome new ideas about clean energy from new businesses, sit on those ideas, and collaborate with the other functions of the city to make the best decision for Boulder's future. An overly strong stance on any one idea is not good. EAB must think objectively, for these decisions affect everyone in the community, no matter how noble the idea may seem in theory.

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

BOULDER HOUSING AUTHORITY

Annual Application - 2016

Date
02/16/16

The Boulder Housing Authority consists of nine members, one of whom is a City Council Member and one of whom is elected by residents directly assisted by HUD. All members are appointed by the Mayor and serve for five years. The Authority was established by Colorado State Statute. The Authority develops, acquires, subsidizes and manages affordable housing units for families and elderly persons and provides resident support services.

Liaison: Betsey Martens (720)564-4610

Meetings are usually held the second Monday of the month at 2:30 PM at Boulder Housing Partners office.

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

First Name *
Alan

Last Name *
O'Hashi

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-910-5782

Work Phone (?)

E-mail Address *
adoecos@yahoo.com

Occupation
filmmaker

Place of Employment/Retired
self

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

5/15/2016

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I'm a past member of the city of Boulder Human Relations Commission; city of Boulder Technical Review Committee; city of Boulder Planning Board; Planning Board Liaison to the Landmarks Board; city of Boulder Housing Working Group member; Rocky Mountain Region Board Member of the National Cohousing Association of the United States. I currently live in Silver Sage Village cohousing community in a city of Boulder affordable housing program. Previous to that I lived in a market rate house in Studio Mews in the Holiday Neighborhood.

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

Yes - as a member of the Boulder Planning Board, the Holiday Neighborhood development plan was approved by the board. I also attended a few meetings of the Boulder Housing Working Group there.

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

Maybe it's just me but in all the years I've been involved with city of Boulder boards and commissions, I haven't had any nor seen conflicts or disagreements among members that got out of hand. I am a trained facilitator and cultural competency trainer, which may or may not have an impact on how I relate to an organization. Besides that, I'm a lover, not a fighter.

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

I have no conflicts of interest at this time. I've learned over the years that if I feel like I have a conflict, chances are I do have a conflict of interest. I declare it, I recuse myself and and leave the room until someone comes to get me after the deliberation and vote. Conflicts of interest are poorly received more particularly if they aren't disclosed.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

I don't have an agenda or any list of preconceived things to do or accomplish while on the board since decisions are a group effort based on good information.

While much of the work is about budgets, bidding and building a citizen board not only must have a certain amount of technical expertise, it also needs to hear the voices of the community and provide the social and cultural overlay to the board to live up to it's 'partners' moniker.

I walk the talk and live in a sustainable cohousing community in a downsized 800 sqft home. I also realized that i turned into an old guy. I didn't think it would happen so quick and so soon! I have that perspective of how housing impacts an aging population.

There are many ways to meet the BHP mission I'm not one to push a particular approach.

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

The biggest limiting factors about 'affordable housing' are the definitions, particularly since they put people into classifications and boxes and not everyone fits neatly into a box. I think there needs to be not only an emphasis on city sponsored affordable housing but also from lower cost housing options provided by the private sector and some thinking outside the box about creative public - private partnerships that leverage the city cash in lieu of affordable housing funds.

The biggest "aha" moment I had while a member of the Boulder Housing Working Group - Maintaining what we have is the notion that homelessness is more of a social services issue than a housing issue. This was based on the experiences presented by working group members who were recently homeless and homeless advocates.

There are issues around an aging population. Even though Boulder is a college town, it continues to get older and older. There are empty nesters who are sitting on their homes which are their single largest asset and have the conundrum around selling the home, but no place to buy a smaller one in Boulder and being forced to leave. I've sat in a couple meetings that included large homeowners who are interested in collaborative housing, which gets push back in Boulder.

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

I think BHP does a good job providing affordable housing. The best thing any group can do is learn new ideas and new ways to get to the same outcome is by appointing new people to diversify the decision making process - avoid group think.

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

City of Gillette, Wyoming - procured HUD CDBG funding for Section 8 apartment buidling to meet the needs of a quickly growing community..

City of Lander, Wyoming - I was staff to the Planning Board, Board of Adjustment and the Housing Authority and have a good working knowledge of planning and zoning processes. I also led the development of a 21 lot affordable passive solar housing subdivision which included obtaining land from the school district; funding for public improvements; grants to design the solar homes; qualifying applicants for the project; arranging through a local commercial bank housing financing and loan guarantees from the Department of Agriculture.

Northern Arapaho Tribe - I was staff to the Northern Arapaho Economic Development Commission and have great experience working with issues of poverty in diverse communities; oversaw the tribal housing maintenance program

Habitat for Humanity of the St. Vrain Valley - Developed low - moderate income owner occupied housing: worked with local realtors to acquire land, water rights, worked with engineers and architects to obtain city of Longmont approvals; worked with local lenders for assistance under the community reinvestment act; mentored new homeowners.

What business does a filmmaker have applying for a spot on the BHP board?

I just completed a documentary entitled "Aging Gratefully: The Power of Community" about 25 senior citizens who decided to form the Silver Sage Village Cohousing Community. The movie follows the aging in community experiences of six Silver Sage residents, along with perspectives from cohousing pioneers Jim Leach and Chuck Durrett and gerontologist Anne Glass from the University of North Carolina - Wilmington. It screens May 20 in Park City with screenings in the works in Northern California and in Boulder County.

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

I don't have any conflicts of interest at this point. If any do arise, I'll declare it, recuse myself and leave the meeting until someone comes and fetches me after deliberation and the vote.

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303-441-3019

BOULDER HOUSING AUTHORITY

Annual Application - 2016

Date
02/01/16

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First Name *
CLAIRE

Last Name *
LEVY

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

Street Address

Address Line 2

City
BOULDER

State / Province / Region
CO

Postal / Zip Code
80304-1812

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-849-8983

Work Phone (?)

E-mail Address *
cblevy1@gmail.com

Occupation
Nonprofit executive director

Place of Employment/Retired
Colorado Center on Law and Policy

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

10/1/1986

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am retired from the practice of law after practicing for 26 years, including 18 years in the field of land use regulation and development. For 10 years I represented the Jefferson County Planning Department and the Planning Commission, covering all aspects of land development in Jefferson County. I served on the Boulder County Housing Authority from 1999 to 2003 and through that service I am familiar with the challenges of developing affordable housing. I also served on the city of Boulder Planning Board from 2003 to 2006. As a member of the Planning Board and as the attorney for a county planning commission, I am very familiar with public process and with public sentiment about new development.

I was elected in 2006 to represent House District 13 in the Colorado legislature. I represented approximately half of the population of the city of Boulder in the legislature. Public service as an elected representative furthered my experience with listening to people affected by the decisions of elected officials, and with finding workable solutions to situations in which people were at odds because of the impact of those decisions.

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

I have not had direct experiences with this Board or the services it oversees. My interest in serving on this board stems from my long-standing involvement in the development of the city dating back to serving on the board of PLAN Boulder County from 1999 to 2003 and continuing through my service on the Planning Board, as well as my service on the county housing authority during the period before the Boulder County Commissioners became the Housing Commissioners. Those experiences sparked interest in finding ways to maintain economic and ethnic diversity in the city.

I currently serve as Executive Director of Colorado Center on Law and Policy (CCLP). CCLP's mission is advancing the health, well-being and economic security of low-income Coloradans through research, education, advocacy and litigation. Although CCLP began as an organization primarily focused on protecting and expanding access to Medicaid, TANF, CHP+ and other public benefits, we now work on policies to further economic security such as access to housing.

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

I have been in many such situations, as an attorney representing a county planning commission and board of adjustment, as the chair of various boards, as the chair of two legislative committees, and as the sponsor of many pieces of legislation that were very controversial.

My first rule is to assume that all stakeholders have legitimate concerns and that they are sincere in their efforts to resolve a conflict. Conflicts are rarely resolved successfully unless all parties feel they were heard and treated with respect.

My second rule is to assume that there is, in fact, a solution that can address or mitigate some of the opposing concerns instead of trying to avoid addressing the concern. That usually requires creativity. It also requires listening, delving in the complexity of an issue, and deferring sometimes to people with technical knowledge.

My third rule is to be willing to compromise while being true to the underlying principle being addressed.

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

I am not aware of any financial conflicts of interest as I earn a salary from my job in Denver, and the organization I lead works at the level of state policy and not local policy. Other than my home, I do not own property in Boulder and do not have any business interests that could benefit from my service on the BHP board.

There is some possibility that my organization, CCLP, would advocate for policies that we believe further the interests of low-income Coloradans with respect to housing that could conflict with the interests of Boulder Housing Partners as a landlord and manager of rental housing. Hopefully, the insights I gain as a member of the board of BHP would help CCLP develop a policy agenda that would help BHP and other housing authorities serve more people. But if CCLP ever did advocate for policies that were not in the interests of BHP, I would examine whether that was an isolated event that is unlikely to recur or whether I should step down from the board.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

I have read two versions of BHP's mission. As stated in BHP's Organizational Overview from 2014 BHP's mission is to provide quality, affordable housing that is developed and managed with respect for the dignity of all involved, creating a sense of community strength and spirit that supports resident efforts to realize success in their lives. The mission stated in BHP's 2014 Strategic Plan is to provide quality, affordable housing, inspire vibrant communities, and create the opportunity for change in people's lives. Although the wording is slightly different, both versions express an intent to improve the lives of the people BHP serves so they can achieve economic security and live in dignity.

BHP's mission means going beyond merely putting a roof over a families head. It means providing a home that a family can take pride in, and that allows the security and stability necessary to attend to the needs that every family has and not be beset with anxiety over where they will live and how they can make ends meet.

I would like to work on helping the my fellow Boulderites appreciate the value that economic and ethnic diversity provides to Boulder so that BHP tenants are welcomed into the community. I would like to work to assure BHP's policies and practices help families live in neighborhoods of opportunities where schools are good and where children feel safe, and that some of the more challenging populations are served by BHP programs. I would like to help expand BHP's financial resources so it can serve more families with diverse housing types.

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

According to the 2015-19 Consolidated Plan prepared for Boulder-Broomfield HOME Consortium, renters earning 30% or less of Area Median Income face the biggest challenge in finding affordable suitable housing. The Plan also notes the challenges faced by people with disabilities who live on fixed incomes. The Boulder County Trends report is consistent with these findings. The greatest need appears to be for rental housing that serves extremely low income people, and shelter for homeless families experiencing a sudden loss of income or a family crisis.

Housing has become unaffordable in Boulder to so many people for many reasons. Among those are that educated people who are able to earn above the Area Median Income are attracted to Boulder's vibrant economy, community of creative entrepreneurs, and desirable social and recreational environment. As a job center and as a magnet for talent, affordable modest neighborhoods are undergoing rapid change. The circumstances that make Boulder's housing unaffordable are not likely to change, nor would I necessarily want them to change.

That means we cannot rely on the market to provide housing that is affordable to low-wage service workers or even median wage professionals such as teachers and public safety officers. An additional challenge in Boulder is that the cost of land is so high that public subsidies generally available do not go as far here as they may go in other communities. This means it takes more money to develop fewer units and requires more creativity to put development deals together.

Another challenge is that, while the greatest need may be for rental housing, neighborhoods are more accepting of owner-occupied housing. Siting rental housing is difficult when home owners in host neighborhoods fear that will impact the value of their own home (for which they most likely paid a handsome sum). BHP will have to work hard to meet the needs of families for which renting is the best option.

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

BHP has developed many very attractive housing communities and has done nice rehabilitation projects for some of its older more dated communities. I hope BHP can expand its family self-sufficiency programs, develop communities that are at a scale and density that assist residents in being accepted by their neighbors, and work on siting new development in areas that don't marginalize the residents.

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

I readily acknowledge that I have a lot to learn about how BHP finances its housing development and acquisition projects. I do have a rough working knowledge of low-income housing tax credits, state affordable housing development grants, rental assistance programs and other financing tools as a result of my work in the legislature on expanding funding for affordable housing. I have written letters on behalf of BHP to CHFA to support its applications for LIHTCs, and have worked to support the extension of the state LIHTC in two legislative sessions.

I am a licensed attorney with a specialty in land use regulation. Working in the field of land development requires knowledge of many real estate issues such as easements, boundary disputes, title issues and various aspects of real estate transactions. I do not hold myself out as an expert on real estate transactions, though.

As part of my efforts to address affordable housing issues through CCLP, I have spoken to a number of tenant advocates, affordable housing developers and financiers, national housing policy organizations, homeless advocates and others. Through these conversations I believe I have an understanding of the landscape in which BHP works and the challenges it addresses. I believe I also have a holistic sense of the needs of people seeking affordable housing.

I represented parts of the city of Boulder and Boulder County for seven years. I met with mayors, city council and town trustee members, business owners and garden-variety constituents in order to take the needs of my community to the legislature. Because of this, I bring a good understanding of the community in which BHP operates. I also believe I am trusted by many residents of Boulder as someone who understands their concerns and needs.

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

I have read BHP's conflict of interest policy and I comply with its provisions.

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

BOULDER HOUSING AUTHORITY

Annual Application - 2016

Date
02/18/16

The Boulder Housing Authority consists of nine members, one of whom is a City Council Member and one of whom is elected by residents directly assisted by HUD. All members are appointed by the Mayor and serve for five years. The Authority was established by Colorado State Statute. The Authority develops, acquires, subsidizes and manages affordable housing units for families and elderly persons and provides resident support services.

Liaison: Betsey Martens (720)564-4610

Meetings are usually held the second Monday of the month at 2:30 PM at Boulder Housing Partners office.

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

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

First Name *
Dan

Last Name *
Bowers

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-478-3545

Mobile Phone (?)
303-478-3545

Work Phone (?)
720-239-4673

E-mail Address *
dan.bowers2@gmail.com

Occupation
Director of Business Optimization, Technology Solutions

Place of Employment/Retired
McKesson Technology Solutions

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/17/1974

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have specialized skills in business process, change management and facilitating large groups to make decisions in alignment with their goals. In my professional career, I have served as a consultant to executive leaders facilitating decision making that aligns with the best interest of the business and those affected by their decisions. I feel like this skill set could be directly applied to decisions being made within this board. I also believe that change management is often overlooked in government and my tools in that regard may be beneficial to the work being done.

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

My experience with this board is second hand – I have acquaintances that live in affordable housing and have gained insights on the board through hearing those experiences. I also learned some about the issues facing housing as I worked to suggest an approach for the Short Term Rental Ordinance. Key things that I've learned about the board include: (1) This board has significant influence on providing quality housing options that ensure Boulder has a diverse socioeconomic population. (2) the work done within this board can have a significant and profound impact on the lives of local families. (3) Indirectly, I believe that work done in this board drives a reduction in city congestion by providing a way for lower income workers to live closer to their work.

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

In my professional career I have to manage conflict in nearly every project for which my team is responsible. This was the basis for the extensive training I have had in Change Management. To approach conflict resolution, three main strategies are effective in gaining resolution: (1) Data: reviewing all available data on a topic, having analysis done through an unbiased party, and presenting back to a team for discussion represents a low effort, simple way to look at a disagreement through factual data. (2) Demonstrate: when data only leads to partial reconciliation, a good next step is to walk through the process or problem as a team and look at the areas in question in sequence. Other demonstration steps also include examining other organizations that have faced similar challenges and analyzing/employing best practices based the outcome of those examples. (3) Demand: while the least optimal way of resolving a conflict it is sometimes necessary. This form of resolution would have the differing sides present their case to a higher authority. It could be council, a judge, or other figure that could make a decision based on the collective input. Again, this would be a last resort.

An example of how I've employed these resolution techniques: during a recent project in my professional career I was facilitating the reorganization of one of my company's business units. There were many opinions as to what that structure should look like. To get to an agreement, I had the various leaders in the room present their visions to the team. We then evaluated those visions against the business unit goals by use of a matrix exercise. This led us to a rough ranking of which vision would be most effective. We then went into the details of the effort required to implement each of the proposed models. We were in a situation where a solution that was not timely would not help even if it was the best answer. Upon conclusion, we had a ranked order (in terms of benefit and effort) from which recommendations could be made. Having the conflicting parties involved in that process, and with equal say in the outcome, ultimately ended with them all aligned and in support of the recommendation. We ultimately used steps 1 and 2 I described above.

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

In review of the policy, I do not see any real conflicts. In the interest of full disclosure: (1) I do have acquaintances that are a part of the affordable housing program. I have no business or financial relationship with those people. (2) My wife and I own two properties in Boulder – our primary residence at 2503 23rd Street, and a rental home at 2105 King Ave. Neither of these properties would be in conflict with the work of the board as I understand it.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

To me the mission statement is one of inclusion. It recognizes the value this community places on diversity and one that I have personally experience by living here nearly my whole life. I think that it also, albeit in a subtle manner, emphasizes the balance between providing housing and improving the community as a whole.

Specific, and important accomplishments would include:
(1) Working to expand the ability of BHP to accomplish the mission in a more cost effective way. In my professional career, I lead a team that looks at the way an organization does business, analyzes waste and recommends/implements improvements that allow the realization of greater productivity without an impact to quality. I would regret leaving a board such as this without having expanded BHP's ability to serve the community. (2) I would like to establish a framework by which to analyze the populations served by the program and institute program changes based on those outputs. This may include adjusting the populations served, altering the types of housing being offered, and driving an understanding of the return the city gets for each project pursued. (3) Leave the board with a pipeline of future projects that would continue to improve the value of what it contributes to the community. These would be the items that we could not address in the next five years, but would be important for future boards to continue in effort to fulfill the mission of BHP.

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

I think that without a more thorough analysis it is difficult to say definitively if there is an under or over served population at this point. Here is my rationale for that statement: I believe that we see a key population every day in Boulder that is not served at all; but should be considered. While they are hard to pick out, they are the ones in their cars commuting in from other communities because their income excludes them from home ownership (or even renting) in our city.

If you look at prices today, even a $100k plus salary does not gain a family many options in Boulder's housing market. So they commute which results in congestion. While I fully agree we should support/serve the lower to mid-incomes, I believe each year it becomes harder to ignore even higher brackets. Further, if we are committed not just to the housing issues, but also to congestion and other issues, then that may very well change the population in which we would choose to serve. For example: if a focus was put on families of four earning $90-$110k, what effect might that have on congestion? On our city's carbon footprint? I believe these are questions that are worth exploring; the answers from which would reveal a prioritized list of focus populations.

I think an objective and thorough look at the various candidate populations, their contributions to the community (both positive and negative (ex. Traffic)) should be an on-going process for this board. That is something for which I would like to champion the development of an analysis framework.

The most pressing part of Boulder's affordability challenge are key components of what makes Boulder unique. These include controlled growth, open space and a need to keep congestion under control. The macro economics of supply and demand will continue to drive the average home price ahead of the average household income. I believe that is where the work this board does can make a difference. By understanding the populations needing housing, their habits, and their family needs, we can adjust the affordable housing program to positively affect people's lives while supporting the goals of the community. We cannot affect the macro housing prices, but we can influence the city's livability.

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

I think that BHP does a good job of staying engaged in all of the issues that affect housing. I've seen them in council meetings, I've read their positions on issues and heard members speak to them. This is critical as decisions outside of the scope of this board may very well impact the availability of affordable housing.

One item I think could be more prominent in the community is the communication flow from this board. When I talk with other residents, especially about the fact I'm applying, they are often confused between the work of this board and the others. I think that a robust community engagement strategy helps drive dialogue and better leverages the collective ideas of this very intelligent and educated city in which we live. It also has positive effects on the how easily policies and board decisions are adopted by the community.

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

My professional background would lend to the issues of resident services, development issues and operations. I have significant background in driving design and improvement of customer services, operational procedures and addressing the many different financial aspects of such. One of the things that I believe my experience would bring to this role is a way to model and review the impacts of various policy options against the interests of those served by BHP. These include residents, city council, the community at large, and other such entities.

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

I have read the posted (November 2013) policy in its entirety and can affirm my 100% compliance to the requirements.

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

BOULDER HOUSING AUTHORITY

Annual Application - 2016

Date
02/05/16

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Liaison: Betsey Martens (720)564-4610

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

First Name *
Nikki

Last Name *
McCord

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)
720-443-0894

E-mail Address *
nmccord@alumni.nd.edu

Occupation

Place of Employment/Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/10/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have served on this Board for two years and am currently seeking a reappointment to the Board. I am very familiar with Boulder Housing Partners. Additionally, I have a Bachelor's Degree in Political Science from the University of Notre Dame and a Masters Degree in Public Policy. I feel I am qualified to continue serving on this Board as I have engaged in affordable housing issues for the past two years and I have a greater understanding of the issue and its relationship to this City in the past two years.

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

I am a current member of the Board. I am interested in continuing my membership on this Board as I feel that affordable housing is a critical issue in this City and, as a quasi-governmental entity, our job is to provide affordable housing for members of our community. My experience on this Board has been excellent. I have gained insight into the different opinions of my fellow board members as well as the opinions of community members regarding affordable housing in the City.

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

Recently, the BHP Board had a disagreement about the conflict of interest policy. I appreciate the other members of the BHP Board because we allow ourselves to disagree in a constructive and respectful way that strives for consensus. This means that Board members very rarely 'die on their sword' and instead try to find a way to incorporate all views while also advancing the agenda. I believe that consensus building is the most effective way to resolve disagreement. I believe the other commissioners also embody this technique to resolve disagreement.

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

I do not have any conflicts of interest. Conflicts of interest should be handled by the Board by first consulting the policy and ensuring the policy is in line with other conflict of interest policies. The Board should then be led by the policy and should adhere to the policy.

5. Given the BHP mission statement, what does it mean to you and what two or three specific things do you want to accomplish during your term to fulfill this mission? *

BHP's mission to me, means that BHP is not only providing housing, but changing lives as they work with different populations including the homeless and children. I also believe the mission means that BHP should ensure those at 30% AMI and below have access to housing in the City as well.

During this term I would like to fulfill two things:

See the completion of the Palo Park property; When I came onto the BHP Board, I was able to attend the opening of High Mar and 1175 Broadway. I believe other Board members had a better sense of accomplishment at these openings as they had engaged in the process from the beginning. As I have now been a part of the Palo Park property development, I would like to continue on the Board to see the completion of the project and the transformation of 44 families.

During this term, I also want to continue to be a vocal advocate for those who need affordable housing and live at or below 30% AMI. As Boulder's housing crisis continues to deepen, I anticipate that there will be a lot of innovative and creative changes. As we explore and ultimately implement some of these changes, I always want to make sure that those who live at or below 30% AMI will not be left out of these conversations.

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

I always believe that those living at or below 30% AMI are the most underserved housing population in Boulder. The most pressing challenge to Boulder's affordability is that our neighbors are resistant to locating affordable housing in *their* neighborhood, opting instead to locate affordable housing *over there*. Our neighbors may not realize that, if Boulder locates all of their affordable housing *over there* you create ghettos, which is something this community does not want. I am eager to continue as a commissioner because I want to be a part of the thought process and roll out of messaging that demonstrates the benefits to all community members when affordable housing is integrated with the rest of the housing stock.

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

BHP does a fantastic job of building beautiful properties and maintaining them well. I feel a sense of pride when friends tell me they did not know a particular property was affordable because of the great way it was designed and maintained. I am also proud of the national recognition BHP receives, like being the nation's first large-scale solar garden dedicated 100% to affordable housing providers. BHP is doing great work locally and nationally.

BHP can be better in communicating to the community not only the crisis, but being a leader in providing solutions. And, while I say that this is something that could be done better, I also know that this is a priority for BHP and an initiative in which they are currently engaged. I hope to continue as a commissioner to assist in providing this voice.

8. The Boulder Housing Partners Board is the governing body for the City of Boulder Housing Authority. As such, it deals with complex real estate transactions, Housing and Urban Development procedures and regulations, Colorado Housing and Finance Authority tax credit applications, resident services matters, and many more specialized issues relating to the development, operation and financing of affordable housing. What specific skills, professional education, training and/or experiences would you bring to support the work of this Board? *

I bring an extensive amount of experience to the Board as being a current Board member. Over the past two years, I have immersed myself in housing policy in order to become a more informed Board member. I have attended the NAHRO conference, I attend meetings on my own time to learn more about affordable housing as well as understand the concerns of the community. Additionally, I have worked with Community Development Financial Institutions (CDFIs) which provide funding for affordable housing projects. I have taken on affordable housing issues and have a much better understanding since being on the Board.

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

I can comply with the provisions of the BHP conflict of interest policy.

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

HUMAN RELATIONS COMMISSION

Annual Application - 2016

Date
02/18/16

The Human Relations Commission (HRC) consists of five members appointed by City Council, each to five-year terms. Appointees, as much as possible, represent diverse segments of the City, based upon race, gender, sexual orientation, religion, social and economic background. The Commission offers advice and consultation to the City Council regarding human relations and human services. The HRC is charged with the responsibility of improving community social conditions, helping alleviate social problems, fostering positive relations among all cultural and social segments of Boulder, and assisting in the protection of human rights. The Commission serves as a quasi-judicial board involving discrimination complaints.

Staff Liaison: Carmen Atilano (303)441-3141

Meetings are held the third Monday of the month at 6 PM in the City Council Chambers.

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

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

First Name *
Darren

Last Name *
O'Connor

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80301

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-961-3869

Work Phone (?)

E-mail Address *
constanciodarren@gmail.com

Occupation
Electrical Engineer

Place of Employment/Retired

University of Colorado, Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/1994

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have spent the last several years working with multiple volunteer organizations to address issues of homelessness and fraudulent foreclosures. In that time I have learned that I have a talent for getting people with strongly varying and even oppositional viewpoints to work together for common goals. I have been able to work side by side with people of varying opinions and believe people can identify interests to unite them and put aside differences and still be effective. In fact, differing viewpoints can often result in better end results. I have also been a moving force in Boulder Coalition and Alliance on Race, and Boulder Rights Watch, advocating with and for the rights of people of color and unhoused people.

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

Yes, I have spent the last year attending Human Relations Commission (HRC) meetings, and in fact have brought issues of racism in police arrests and the way our unhoused people are treated to the fore with the City by working through the HRC. I have learned that, according to Boulder Municipal Code section 2-3-6, this is a very empowered commission for raising the voice of the unheard.

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

In the last few months Boulder Coalition and Alliance on Race was at an impasse. We were facing challenges of having a leadership based group work towards becoming a more horizontally overseen one. I faced some very personal attacks in that situation, but never responded in kind. As I always seek to do, I focused on the intention, in this case to help make this a more effective and unified group, and clearly presented in writing and in person that intention. Ultimately, the personal derision turned to appreciation of the goals being presented (not just by me, we were working on consensus, even in this process).

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

I am clearly an advocate for people in Boulder; however, I don't see this as a conflict of interest. To my view, it is in clear alignment with the goals of the Human Relations Commission.

Any conflict of interest should first be addressed by sharing with the HRC why one thinks they may have a personal or professional or financial interest in a particular issue, then having an open talk about how to best move forward, choosing either to recuse ones self from a particular vote or not.

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

With the recent addition of Jose Bateta to the Human Relations Commission (HRC), Boulder has clearly chosen to stand for the rights of immigrants, whether they are here with full legal status or not. This is certainly a significant and timely issue for Boulder to deal with, and a progressive stance is in line with the recent position of most Colorado sheriffs having officially agreed to stop detaining suspected undocumented immigrants based solely on requests from the federal government. Locally, providing equal protection under the law, regardless of immigration status, is something that the HRC should, in my opinion, continue to promote so that we do not have any communities within our city that are afforded lesser protections from crimes against and within them.

Similarly, I believe the HRC has a positive role to play on behalf of Boulder's unhoused community. Our reputation and history of progressive policies puts us in a unique position to show that this complex issue requires that, front and center, we provide protection to all who live within our city, despite their housing status. HRC might meet this challenge by reviewing policy regarding contact with them within all levels of City authority to address how such contact can best render positive outcomes. With a goal of finding resources, both local, statewide and Federal, that address their immediate and long term needs, the HRC can very much promote solutions that move people from homelessness: a temporary situation that frustrates them far more than any of their behavior observed by those within the city.

Also, from my own experience, our local government is accessible and appears amenable to discussion regarding differing views on how to tackle complex issues. The HRC, it seems to me, has a significant role to play in understanding the desire of the community on current issues of interest to both City Council and the community at large.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

Very rarely, I find, do barriers remain once people on either side of perceived barriers have honest and open conversations. Even if they do not move to a new position on an issue, all sides can learn to appreciate, at the very least, the basis for those with different opinions. One of the more effective methods of dealing with such barriers that I have seen is, after respectful communications have been established, to work to identify any common goals, regardless and even in spite of motivation, and to find ways to achieve them.

One powerful means of creating open conversations that I greatly believe in is bringing people together for a shared meal. Any chance that HRC has to promote gatherings where people can eat and discuss issues would be something I would promote. I also believe that periodic public forums hosted by HRC on specific topics would be a great addition to their activities, should other members agree with the idea.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

My activities around foreclosure and homelessness have afforded me many opportunities to learn to deal with groups of varying opinons and levels of responsibility. I believe my strongest attribute is that I am able to focus on the issue I am concerned with and how best to make things better around that issue. Even as I have struggled with city and state officials on such issues, I have been able to effectively communicate what I have learned are the deficiencies in the system that I am hoping for them to address. As a specific example, I have consistently challenged a Colorado House State Representative for not supporting foreclosure legislation, and have gone so far as to help motivate a challenger for that position in a recent election. Even while doing so, I continued to communicate with the current Representative, and, as a result, she and others who are even more knowledgable on the issue are communicating with Colorado Supreme Court Justice Nancy Rice as to how changes can be made, non-legislatively, to bring more justice to our foreclosure process. Those changes have now been through committee and are open for public comment.

Local to Boulder, I have spent the last two years working with local groups to address racial and unhoused issues. I have been, it is fair to say, instrumental in growing the capacity and purview of those groups. I have helped put on three different public forums in the last year that were hosted on KGNU, and shared in a discussion with former Denver City Auditor on the same station regarding the impact of laws surrounding homelessness. I consistently seek data and the concrete experiences of those whom I hope to work with and help, often putting my own time and sometimes my safety into helping them directly. An example is my work videoing police interactions, which brought all of these efforts together in addressing the impact of the smoking ordinance on unhoused people. I videoed the experiences of unhoused people and photographed the very different experience of shoppers while smoking downtown; I collected data from jail rolls that showed the disparate impact; I interviewed people about their experiences with law enforcement; and then I presented that data to the City in the form of a video that in a short time span captured all of this. As I am not unhoused, I believe this sincere and concerted effort shows my commitment to serving the community at large.

Aside from these political efforts, I have also volunteered with Boulder's Recreation Department and spent time with children from the age of four to 14 in after school programs. I had the privilege of sharing time with kids, most of them Latino, for several years, during which I took them rock climbing; worked on homework and after school studies of English and mathematics; took them camping, and took them to see the Denver Nuggets. During that time I worked with several interns who did this work as part of their education degree. The interns came and went as I did this while working as an engineering student and research assitant at the university out of a desire to connect with kids in our community.

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

Underrepresented groups often either do not know of or how to access support services or groups that are in place to help represent them. In terms of city government, while we have opportunities for people to speak on their own behalf, I think we can do much better at bringing this opportunity to them where they are. Creating educational events and using grassroots methods, such as flyering homes and community centers where such groups reside and visit, are effective methods for groups such as the HRC to reach out to communities that might otherwise miss such events. Holding such events at churches, in conjunction with faith leaders that can educate the HRC on their needs and strengths is another way to multiply the benefits of such efforts.

I would also be interested in pursuing the possibility of providing child care at HRC meetings as a way to allow community members who cannot afford child care and cannot leave home during the evening with young ones at home. There are so many wonderful voices that we do not hear from because the responsibilities of family and the limited resources of these families leave them shut out of the public conversation. While I'm certain there are challenges to achieving such solutions, I believe the reward from greater inclusion is worth the work to address them.

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

HUMAN RELATIONS COMMISSION

Annual Application - 2016

Date
02/18/16

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Staff Liaison: Carmen Atilano (303)441-3141

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

First Name *
Duncan

Last Name *
Honeycutt

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-443-3880

Mobile Phone (?)
303-882-0190

Work Phone (?)
303-882-0190

E-mail Address *
dh1134@gmail.com

Occupation
Instructor and Tutor

Place of Employment/Retired

Kaplan, Inc.

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/1/2011

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have extensive experience, both from my education and my career as an educator, with written and oral communication. Social and political philosophy was a significant focus of my undergraduate training, and I have hundreds of hours of experience drafting and delivering presentations on a wide variety of topics, including: theories of freedom, techniques of political power, definitions and criteria of citizenship, political aesthetics, introductory sociology, and medical ethics.

Furthermore, my professional career as a teacher and tutor has allowed me the opportunity to participate in a number of community outreach programs. I worked at the Family Learning Center of Boulder for nearly six years, and I also worked for two separate non-profit college preparatory programs conducted at CU Boulder which cater to underserved and underrepresented populations from Colorado and other areas of the American Southwest.

Finally, during my employment with Kaplan, Inc. I've been trained in a number of marketing and customer relations services and technologies, including techniques for raising public awareness of programs, digital communications technologies, and effective presentation skills. I'm also optimistic that I could help recruit student volunteers from the University through my long-standing connections with faculty there.

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

No, not directly. My interest was sparked by both my interactions with current commissioners on other boards, my work with education non-profits in the city, and my family's multigenerational participation in Boulder city government.

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

I worked as a volunteer for an surgical clinic in Thornton several years ago. The student-run organization at the clinic was created to coordinate the staffing and training necessary for the events at the center. Such events included: anatomy classes for local high schools, open-houses to raise community awareness of the clinic's services, courses for training surgeons in the use of medical technologies, and the provision of services during the 9 News Health Fair.

The student group was relatively autonomous, so most of our policies were debated amongst our members. However, conflicts were common. The events that needed staffing at the center were very demanding, in terms of both time and physical labor. As it was an all-volunteer organization, there arose many disputes about who would ensure that the responsibilities of the organization would be met to ensure its continued functioning.

I stepped up consistently to put forth extra time to participate in all the aforementioned activities and I was eventually put in charge of developing training policies for new members. I found that in resolving disputes, it was vital that communications be honest, thorough, and sometimes quite frank. If at all possible, I ensured the participation of each individual of the group so that all perspectives could be heard and represented in our final policy decisions. Of course, this demanded a lot of time and patience on my end, but I learned to enjoy acting as a sort of diplomatic envoy and gained considerable satisfaction from achieving reconciliations.

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

I have no conflicts of interest.

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

Perhaps the greatest single civil rights challenge the city faces is the welfare of low-wage workers in the face of the rising cost of living and housing. Though Boulder's economy has recovered since 2008 and most residents enjoy a very high standard of living, many individuals and families still live well below the poverty line, and the poor may face additional social hurdles. This concerns not only Boulder city residents, but also the many workers who regularly commute to Boulder from Longmont, Louisville, Lafayette, and beyond. Many cannot afford to work in the city at all and so must face extra burdens on their time and finances imposed by the commute. Without these laborers, Boulder residents could not enjoy the high quality of life to which they are accustomed, yet it seems that the workers themselves seldom share in their neighbors' prosperity.

A closely related but still distinct issue concerns the disparity, in socioeconomic as well as cultural terms, between Anglo-American residents and Hispanic residents. Many hispanic families cannot afford to live outside low-income housing neighborhoods, and though such neighborhoods are vibrant and active in their own respects, they are almost totally culturally removed from the activities of the greater population of the city. Furthermore, they disproportionately suffer the effects of income inequality, including deficits in the quality of their education, health, and social safety. To make matters worse, they may also face racial and linguistic discrimination during their efforts to connect to the broader community to improve their circumstances, and such injustices likely contribute to the insular character of many Hispanic neighborhoods in Boulder.

Finally, handling the issue of homelessness has been a problem for the city for a long time. Homelessness and unemployment is a tragedy to begin with, but many of these already disenfranchised persons face abuse from other members of the community, a callous attitude from passers-by, and many may also face routine harassment from law enforcement. Many of the homeless likely suffer from mental illnesses or patterns of drug abuse, and while they may occasionally disturb the peace, most do not want to engage in wantonly criminal activity beyond sleeping or camping in public or generally nonviolent intoxication. Though these behaviors are still crimes, the punishments the homeless face, far from motivating them to "get their act together," may instead work to prevent them from improving their circumstances.

Regarding possible remedies to the civil rights issues mentioned above, research could be conducted to gain insight as to which aspects of life in Boulder Hispanic residents feel are the most difficult to cope with so that their full integration into the community of Boulder might be achieved. Reviewing the policies and laws affecting the homeless might suggest ways to reduce the number of disruptive altercations between the homeless and the police and other citizens, and it may also suggest how to diminish the amount of time for which many are incarcerated and so save the county the cost of jailing them. Holding more open forums with both workers' advocates and employers and business owners could serve to identify practical, sustainable ways of narrowing the growing income gap among Boulder residents.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

Though awareness-raising activities such as forums, canvassing, fundraising, and public awareness campaigns can play a significant role in diminishing inequality and fostering inclusivity, the city must first communicate to underrepresented groups that members of such groups are not only welcome in Boulder, but that their fellow citizens also sincerely believe that the community is bettered by their presence and participation in community affairs, and that we intend on affording them the full dignity and voice to which they are entitled as members of a compassionate and just society. It is from these principles that public policies must flow, and it would prove difficult to secure the trust and participation of the groups which the city's initiatives intend to benefit if the members of those groups do not understand the attitude with which such programs are undertaken.

Next, the programs that are intended to encourage an attitude of true inclusiveness (e.g. community events, labor policy reforms, provisions for health and housing services) should be researched to guarantee that well-intentioned policies and programs reap their intended effects. Research endeavors, such as surveys or analyses of existing demographic data, could be used to gauge the true value of various programs and reforms to ensure that the limited resources of the city government are used to greatest effect.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

I worked at the Family Learning Center (FLC) of Boulder for about 6 years, and this was one of the most important formative experiences in the development of my sense of civic obligation. The missions state of the FLC is as follows: “FLC is an inclusive community where children and families of all races and cultures, and from all walks of life, are welcomed. We believe that family and community offer the best support system for healthy social, academic, civic, and ethical development. By offering educational opportunities to the entire family, we create families who value education, self-reliance, and community service.” These are the values that I learned to cherish, and which I seek to extend to other aspects of the Boulder community.

Since I began working with other companies and programs, I have gradually moved toward working with adult students, many of whom benefit from government-funded or otherwise non-profit programs. The primary feature of my current job is to address and diminish the obstacles of those I work with in the aim of building their sense of belonging and self-esteem, all in the interest helping them achieve their dreams. More recently, my work with underprivileged youth, international students, and local artists has kept me surrounded by kindred spirits from a wide variety of cultural, ethnic, and religious backgrounds. I’ve also had the pleasure of working as an actor, recording engineer, teacher, and poet at a variety of venues, and I relish every such situation as an opportunity to deepen my social flexibility.

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

Perhaps the greatest challenge on this front is convincing members of such groups that there really is something to be gained via their participation in city government. Of the groups that I have worked with, both at the University and the Family Learning Center, there seems to be an attitude of dismissive pessimism directed at many city affairs. It seems that many believe that, because they are not already represented, the barriers to effective representation are too high and the cost to engage fully is too steep. Furthermore, many such groups lack the resources and free time to participate fully in city affairs as they are too busy with the day-to-day struggle of living to have enough time and leisure to reflect on the potential value of civic engagement.

I think, therefore, that the city government has an obligation to improve the lot of underrepresented groups to such a degree that their participation in city government becomes not only possible, but plainly desirable to members of such groups. Perhaps one way of going about this is to tie the implementation of social relief programs to campaigns aimed at bringing to light the process by which those programs were passed and implemented. The success of such programs would allow their beneficiaries to see the merit of civic engagement first-hand, thereby incentivizing their involvement in city government.

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

HUMAN RELATIONS COMMISSION

Annual Application - 2016

Date
02/09/16

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

First Name *
Judith

Last Name *
Landsman

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80301

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-447-3037

Mobile Phone (?)
303-919-0280

Work Phone (?)

E-mail Address *
jlandsman5@comcast.net

Occupation
business owner, artist, teacher

Place of Employment/Retired

Congregation Bonai Shalom, business owner Landsman Development Corp

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/1977

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have three years as a PhD student at Prescott College in Sustainability Education, where I studied sustainable systems, sustainability through the lens of social justice, sustainable organizations incorporating diversity and share-holder participation. I also have studied non violent communication methods and have five years experience facilitating dialogues around the Palestinian/Israeli conflict both within the Jewish community and with local Jews and Palestinians.

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

I have some experience with the Human Relations Commission, as I applied last year. I have raised six children in Boulder, two are bi-racial. I have been an outspoken advocate for racial awareness in Boulder for many years, was a member of MEACC, am a member of JABA (Jewish and Black Alliance) and attended several Human Relations Commission events, most recently the talk with the chief of Boulder Police Department. The experiences I have had living in Boulder around racial and minority issues, micro aggressions, and seemingly institutionalized racism within the schools and the police department have sparked my interest in the services that the HRC provides. I believe that the HRC can play an even bigger role in educating, listening to citizens, and combating discrimination in our city.

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

I have, for the past 18 months, been involved facilitating a dialogue circle with local Palestinians and Jewish participants. The dialogue circle arose as a response to the conflict over the Nablus Sister City Project being presented to Boulder City Council. I stayed neutral in the conflict, however, I am a member of the Jewish and interfaith community; I encouraged a Palestinian participant to co-facilitate a dialogue circle, and we set up ground rules for participation, with a set of agreements for how we would conduct our communication, i.e. "listening with resilience", listening to each other without cross talk, speaking from our own experience and not for anyone else, speaking with respect, etc. Getting to know one another, recognizing the humanity of one another, and listening to each others personal experience, has been extremely effective as we discuss conflicting views and work toward resolution. We have made progress and any future debates before city council will, I believe, reflect that progress in moving towards constructive conversation.

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

I do not foresee any conflicts of interest with the work of the Human Relations Commission. I am president of my small homeowners association, however, if any conflicts should arise around this, or any other issue, I would recuse myself.

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

I believe the HRC can be a significant player in the civil rights challenges facing the Boulder community. I think the HRC should do whatever it can to get the voices in Boulder that are underrepresented, that don't feel heard, heard. There are numerous ways, creative ways, to hear from the underserved in Boulder. The simplest is to invite HRC members to sit in on a number of listening circles, where people can relate their stories, and know they are being listened to by someone from the City. I am a fan of Nelson Mandela and the model of the Truth and Reconciliation Commission. I believe that city representatives have to be willing to hear some difficult truths.

I am looking for ways to constructively serve my community, using my conflict resolution skills, experience, and education, particularly around issues of race, and interfaith/cross cultural relations in Boulder. From my own experience, and those of my children, and the experiences of other parent's of children of color, I find that the city of Boulder, the Boulder Valley Schools, and the Boulder Police, have room for improvement in racial awareness, and with fostering trust with minority and disenfranchised communities in our city.

I believe Boulder has a challenge with institutionalized racism in the BVSD.

I believe Boulder has a challenge with human relations and civil rights with the conduct of the Boulder Police Dept.

I believe Boulder has a challenge with racial awareness specifically around the black members of our community.

I believe the Boulder Hispanic community is making progress within our community while the black community is not.

I believe Boulder population is generally ignorant of racial issues and tensions, not mean-spirited or racist, however also not eager to change. There is an attitude that problems of race do not exist here, a false belief that we are too educated a community for racism to exist here.

I believe the atmosphere in Boulder is not conducive to keeping residents of color. I believe it is perceived as unwelcoming.

I do not believe there are adequate resources or recourse for residents to safely voice concerns or complaints of racial injustice or possible discrimination against either the schools or the police.

I believe Boulder has, and will continue to have, issues with housing discrimination and job discrimination for people of color as well as the LGBTQ community. I believe the HRC has a role in maintaing trust and advocacy for all citizens.

I believe the issues that CU Boulder has in attracting and retaining minority students is also reflected in our community at large.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

Barriers to inclusiveness are bridged by people coming together for common causes. Barriers to inclusiveness fall and dissolve when people are respectfully and heartfully and sincerely listened to and given a meaningful way to participate in their communities. The solutions will come and become self-evident once people's concerns are heard. I believe we have many well meaning people in service to our community, but often they are cut off from the reality of the people they are trying to serve. I believe many in Boulder feel helpless when confronting institutions and a bureaucracy that is not well understood.

Just as micro-loans have shown to be more effective than just handing out charity in achieving positive outcomes, I believe there are ways to empower disenfranchised communities, rather than trying to impose solutions. This requires a change in attitude, and an increase in trust. Both parties, those trying to help and those requiring assistance are best served by listening to one another first, then determining, together, the best options for positive outcome.

I think that barriers to inclusiveness in all areas of life in this community can be bridged through education, a particular type of education that leads to experiences of common humanity between peoples, even with radical lifestyle differences. I would like to be part of that education and experience.

I believe we have an abundance of resources, and good will, in Boulder for enhancing inclusivity for all our citizens.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

Experiences and perspectives that I can bring to the HRC demonstrating my ability to serve the community at large are these:

I served on the Boulder Arts Commission and as chair. I facilitate dialogue circles and teach on non violent and respectful ways to communicate. I am a performing artist with a long history of using art for education and activism. I did a youth hip hop anti violence performance piece in the Boulder Museum of Contemporary Art. I did a performance piece on domestic violence, using recordings from interviews of women speaking of their experiences, I did a performance piece on HIV, with a talkback with people from the Boulder County Aids project. I presented five days of programming on peace and creativity called the Peace Tent. I am a member of JABA, (Jewish and Black Alliance). I am part of an interfaith coalition, working on building bridges between the Jewish, Christian, and Muslim communities in Boulder. I have perspective as a business owner, and taxpayer, interested in a sustainable and thriving Boulder economy. I have perspective and experience as a long term Boulder resident, aware of our history and our culture, our growth, and our challenges. I have perspective and experience as a parent of six. I have perspective and experience as an artist and an activist and as part of faith community. I have perspective and experience of having lived both as a mountain dweller and a flatlander here. I have the experience of living in Boulder straddling majority and minority cultures, and have a unique perspective from being in an interracial relationship and through raising bi-racial children in Boulder. I have experience as an educator of both adults and children. And lastly, it is an integral part of my value system to serve my community in healing and beneficial ways and to work actively towards social justice.

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

I think the HRC can increase community involvement primarily by providing easily accessible, non-threatening pathways for underrepresented groups to communicate with their government. Holding community meetings where the people are, not necessarily where the government buildings are. Reaching out to community activists and organizers for joint activities and/or projects. Showing an interest in effective change and a fearlessness in confronting discrimination.

I believe if underrepresented groups understood more fully the responsibilities of the HRC--that there is a government entity to advocate for their rights, or uphold their rights--it would be more effective. I think the HRC needs to have a higher profile; I think the community needs to be better educated about the HRC and what its function is. I think underrepresented groups may not be fully aware that our city government provides a forum through the HRC for their needs and concerns to be heard and addressed.

I thank you for your consideration and the opportunity to serve.

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HUMAN RELATIONS COMMISSION

Annual Application - 2016

Date
02/18/16

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First Name *
Lauren

Last Name *
Gifford

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
610-724-2686

Work Phone (?)

E-mail Address *
laurengiff@gmail.com

Occupation
Doctoral student

Place of Employment/Retired

University of Colorado, Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/1/2011

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am working toward a PhD in Geography at the University of Colorado Boulder and have extensive advocating for social and environmental justice. I regularly lecture at CU on topics relating to the intersection of civil rights and environmentalism, and the need to foster diversity for just, equitable and viable social outcomes. For a decade I have worked in the international arena, promoting concerns for climate justice at the United Nations; this work has come in many forms. I was project manager for the Climate Justice Research Project at Dartmouth College; I helped the government of Fiji negotiate a climate agreement at the UN; I consult with foundations like Rockefeller Brothers, Hewlett, and Ford, and advised the Commission to Engage African Americans on Climate Change; in 2010 I was recognized by the White House as one of 50 top environmental justice leaders; and I have worked on capacity-building with NGOs around the globe. Additionally, I am a senior fellow with the Environmental Leadership Program where I have received diversity and leadership training since 2009. And I often collaborate with artists and musicians to creatively communicate issues related to social justice. I also speak conversational Spanish.

As a Boulder resident since 2011, I have spent a lot of time exploring the city. I recently bought a home in North Boulder and am looking to get more involved with the community.

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

I learned about the Human Relations Commissions when Jose Beteta's appointment made news in 2014. I believe the Commission is a vital entity that does important work across scales—from addressing workers rights to sponsoring ethnic and religious festivals. I want to get involved in Boulder civil society and the commission offers an opportunity to apply my skills at the community level.

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

When addressing conflict, I believe it's important for all parties to have an opportunity to voice their concerns, and it's the duty of the other parties to ensure they are heard. Inclusion is forged when diverse and non-dominant voices are heard and respected and people feel their needs are addressed. To that end, I also believe it's important not to pass judgment without fully hearing all sides, or at least creating a safe space for parties to share if they choose. Conflict can be an opportunity for growth, and should be treated as such. I implement this philosophy every semester when I teach at CU, with great success. By creating a safe space--through humor and support-- where people are encouraged to think out-loud and try out new ideas, students blossom with confidence. They also gain agency in speaking respectfully to one another when they disagree, and are able to better articulate their beliefs.

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

The only possible conflict of interest I may have is as an employee of, and student at, CU.

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

It's often said that "Boulder is so white," and statistically that is true, but there is diversity in the city and that needs to be acknowledged, respected and supported. People of color, low-income families, undocumented persons, the LGBT community and others are vital to the Boulder community and must be supported. Beyond advocating for inclusiveness and human and civil rights, there are opportunities for the HRC to weigh-in on affordable housing plans, rampant NIMBYism, the living wage debate, labor practices, homelessness, childcare, RTD planning, and more. All social and community issues in Boulder can be connected to the work of the HRC.

6. How can barriers to inclusiveness in all areas of life in this community be bridged or removed? *

Barriers to inclusiveness can be bridged or lifted by addressing difference, attending to it, and celebrating. The first step is to understand the range of diversity: Race, class, economic, gender, generational, ideological, individual, and more. Next, we must support institutional changes that promote diversity and inclusivity. It's important for those in leadership roles to set high standards for human relations, and hold others accountable. Beyond baring witness, we also need to stand up for others who are mistreated or marginalized—building capacity and offering support. There are a number of concrete examples of how this can be accomplished, including organizing dialogues, guiding mission statements, education, events, creative activities, and more. The primary step is to create safe, comfortable spaces where people are free to express themselves and learn. I am happy to share specifics in person.

7. What perspectives/experiences can you bring to the HRC that demonstrate your ability to serve the community at large? *

I began my career as a local newspaper reporter, which means I have sat through hundreds of hours of community meetings. I understand the role, limits and potential of volunteer boards. Additionally, I have sat on several boards of directors, including the Lebanon (New Hampshire) Farmer's Market, The Main Street Museum (Vermont), where I contributed to decision making by placing the interests of the town and/or organization first. I also work in the world of multi-lateral policymaking, participating every year in the United Nations climate change negotiations. In both these capacities I have come to understand the banal and bureaucratic nature of public service-- and both its importance and power.

Specific to Boulder, I have spent the past 4.5 years exploring the city, observing its trends and quirks, and engaging in countless community events. I have walked, biked, or taken RTD down most city roads and bike paths. Two years ago I started an Instagram account to document examples of graffiti and public art I find around town. This project is an attempt to capture and share non-dominant voices and means of expression-- and it's become quite successful! I'm planning to turn the project into a book in late 2016.

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

My answer to this question is simple: Invite people. Too often, people don't know what opportunities are available to them. It's up to those who want wider participation to go out into the community and A) directly invite folks to specific, organized activities, and B) host events in spaces where those communities already are. An example would be to hold HRC meetings in neighborhood community rooms, at Boulder Housing Partners, the Rec Centers, the library, anywhere but City Hall. The key is that committees can't be stationary and expect underrepresented groups to come to them; they must reach out to the folks with whom they want to connect, using methods and approaches that resonate with those specific communities.

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

LANDMARKS BOARD

Mid-Year Application - 2016

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Staff Liaison: James Hewat (303)441-3207

Meetings are held the first Wednesday of the month at 6 PM in the City Council Chambers.

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

Date
02/17/16

First Name *
Alan

Last Name *
O'Hashi

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-910-5782

Work Phone (?)

E-mail Address *
adoecos@yahoo.com

Occupation
filmmaker

Place of Employment/Retired

self

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

5/15/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Former city of Boulder Planning Board liaison to the Landmarks Board; former member city of Boulder Planning Board; former member city of Boulder Human Relations Commission; former member Boulder Housing Working Group; getting the city of Lander, Wyoming listed on the National Historic Register; managed the Cheyenne Historic Preservation Fast FILM Making Festival

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

Yes - I was the city of Boulder Planning Board liaison to the Landmarks Board. I've had a long running interest in historic preservation issues. My experience getting the Lander Main Street on the National Historic Register was an eyeopener about the positive benefits that effort created. Surprisingly, there was little push back from the property owners about it. I'm a journalist and walked past a street construction crew that had unearthed a bunch of old bottles and jars. If that trash could talk. I see convergence when it comes to cultural issues - convergence with museums, historic preservation, historic places, arts and community. Because of this, I was approached by the City of Cheyenne, Wyoming to add an historic preservation theme to a filmmaking festival. The idea was to produce short movie content about historic preservation that could help educate the community about the importance of historic preservation.

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

Maybe it's just me but in all the years I've been involved with city of Boulder boards and commissions, I haven't had any nor seen conflicts or disagreements among members that got out of hand. I am a trained facilitator and cultural competency trainer, which may or may not have an impact on how I relate to an organization. Besides that, I'm a lover, not a fighter.

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

I have no conflicts of interest with the board work at this time. I've learned over the years that if I feel like I have a conflict, chances are I do have a conflict of interest. I declare it, I recuse myself and and leave the room until someone comes to get me after the deliberation and vote. Conflicts of interest are poorly received more particularly if they aren't disclosed.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

I'm one to look to the past to inform the present to help inform a better future. Historic preservation and landmarking isn't just about buildings. Historic preservation encourages us to ponder our future and what parts of our personal and community pasts can or should be preserved to remember for the future for new generations of people.

Through historic preservation, we look at history in different ways, ask different questions about the past, and the answers help us understand new things about ourselves. Historic preservation is an important way for us to communicate our understanding of the past to future generations.

Like everywhere, Boulder's history is good and bad; comfortable and uncomfortable. Historic preservation helps keep those stories alive through celebration of notorious and run-of-the-mill events, people of all ilks, thoughts and ideas. Historic preservation helps tell these stories and in the case of historic structures, new stories are created by the new residents or business owners.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

It's not unheard that local governments provide grants to property owners for historic preservation rehab projects. I think there are other grant programs out there for certain classes of homes like the weatherization programs, tax credits.

Generally, I think the data show that historic designation increases property value. That in itself is a pretty good incentive to be landmarked.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

Off the top of my head, preserving historic buildings is by definition 'sustainable'. Historic buildings use existing materials - compared to razing and new construction. Historic buildings conserve energy that's 'embedded' into existing construction. I don't think latent energy savings are taken into account. It used to be, historic buildings weren't surrounded by parking lots. It is important to preserve historic landscapes whenever possible which will go along way towards the sustainable savings of water, allowing it to percolate rather than run down the street into the storm drains.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

No particular academic training, but many experiences as have been mentioned throughout this submission from historic preservation themed film festivals, to designating a downtown as an historic district; to personal urban archaeology. Previously, I was able to ply these experiences as the Planning Board liaison to the Landmarks Board.

What business does a filmmaker have applying for the Landmarks Board?

I'm currently working on an historic preservation documentary project about New Deal Artwork in Post Offices. Some Post Offices constructed during the New Deal era are in danger. In addition to the structures, themselves are the public art that were commissioned by several New Deal programs and created by artists and sculptors to tell the stories of the times - social realism - through their art. This project has taken me to learn at the Thomas Hart Benton Museum and Home in Kansas City; to seven post offices in Wyoming and Illinois.

The documentary will shed light on the Depression Era and how it affected America at that time.

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Date
02/17/16

First Name *
Eric

Last Name *
Budd

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

Street Address

Address Line 2
#38

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
720-295-1122

Mobile Phone (?)
720-295-1122

Work Phone (?)
720-295-1122

E-mail Address *
ericbudd@gmail.com

Occupation
Project Manager

Place of Employment/Retired
CRMCulture

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *
4/1/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

While I don't have a degree in urban planning, I do have a degree in economics and have studied existing and changing development patterns in Boulder as the city continues modest growth through redevelopment. I'm the current president of the Newland Court Condominium Association (located on 3025 Broadway St.), which has helped me understand some of the complexities with managing an older set of buildings which need maintenance while maintaining a vision for the future. We're currently undergoing a significant reconstruction project to the 30-year-old buildings to restore the stairways, decking, and siding - trying to balance a modern look for the properties while maintaining the same charm that many have come to recognize from the four multi-color condo units on Broadway.

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

I find the current discussion of the Boulder Bandshell to be fundamental to the importance of the landmarks board. The crux of the opposing arguments, in my mind, are the preservation of its unique and iconic structure, while balancing the current needs and uses of the structure today, and also considering the bandshells role in the ambitious Civic Area Master Plan.

While the future of the bandshell has yet to be determined, I've enjoyed the mental exercise of thinking about what questions I'd be asking were I on the board. What is the historical significance of the bandshell architecture and in Boulder's history? How has the bandshell been used historically? How is the bandshell used currently, or in the future? What kind of interactions do Boulder residents or tourists have with the bandshell? If the bandshell is no longer serving its intended purpose, what policy tools does the city have available to improve its people's experience with the building?

And ultimately, how can we balance any changes to the structure with any loss we sustain to its historical value? These kind of questions really help guide an effort to maintain the heart and soul of a city.

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

At my last job, our organization had been moving to a more "agile" software-development methodology, which was a significant shift from our previous way of operating. Employees worried about increased up-front overhead and long-planning sessions, which some found to be inefficient. My general method of working through disagreement is: 1. start with the objective facts and shared goals, 2. find common ground in our goals, and 3. work through our disagreements in a methodical manner.

In this case, I worked to find agreement between the difficulties in our current mode of software development, and discussed ways that we might improve these by moving to an agile environment. Then, we worked together to find ways to modify that planned move to agile development by looking at how we could mitigate or improve the most burdensome aspects of the change—getting input on the best ideas from our team to make the transition a smoother process.

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

None.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

Boulder is a period of development where it's undergoing significant redevelopment of lower-use and industrial areas, as well as making infill opportunities in the urban core. A few good recent examples are the recently completed 909 Walnut St. infill (formerly a parking lot) and the recently approved Rêve project - largely occupied by a car dealership currently. However, some projects do require demolition of existing buildings, particularly when moving from a single-story structure to a multi-story structure.

Thoughtful use of landmarking or historical preservation can help keep a desired feel or maintain architectural qualities. A good example of an approved project was of The James at 1750 14th Street. As part of this project, the James Travel building was set to be incorporated into the new design in order to give a consistency and continuance from the former building.

Finding a balance in historical preservation is extremely important. I believe it's desirable not to tie or heavily restrict potential redevelopment opportunities for future use in cases where a building is no longer serving the needs of the community - these needs must be balanced in considering any new landmark.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

Incentives (or subsidies) should be provided by local (and state or federal, if applicable) agencies in proportion with the regulations that the city (or other authorities) place onto landmarked properties. In general, the tax credits/waivers provided seem to be reasonable considering the requirements placed on landmarked or historic properties.

(based on information provided at https://bouldercolorado.gov/pages/frequently-asked-questions-about-historic-preservation)

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

The city has ambitious goals to reduce the impact of climate change, and historic buildings should certainly be part of that equation. A few guidelines I would use in helping with this balance:

Because the cost of retrofitting historic buildings can be very large or economically infeasible, it's important to look at the total number and/or total impact of Boulder's historic buildings on CO2 emissions as a part of the entire building network. Given that impact, the city may choose to enact marginally more stringent energy efficiency standards on newly constructed buildings in order to offset reduced efficiency in historic buildings.

Secondly, additional subsidies (or tax credits) may be necessary to meet the additional expenses required to achieve the desired standards for energy efficiency. While such expenses must be budgeted, these added costs must be a consideration when discussing any new potential landmarked property or historic district.

Finally, we must discuss what standards any maintenance or remodeling project must follow. While a main goal will be to maintain the historical value and experience of the buildings, we need to understand where materials and processes may be used to improve the performance of the building while still maintaining the historical value.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

As I have an interest in transportation, a strong influencer for me has been a description of historic urban street grids as having "good bones" from Robert Steuteville in the publication "Better! Cities & Towns." Robert says that "a community that lacks good streets will suffer—in its economy, its social well-being, and its health." I think there are a lot of parallels in regard to historic preservation.

In recent decades, many rust belt cities (like St. Louis, where I'm from) seem to have lost the desire and need to keep many of their historic buildings and streets, often suburbanizing them by tearing down reusable buildings and converting them into parking lots, or building massive developments that break up the gridded streets. I'm utterly devastated that these cities have forever lost the value of not just the buildings, but the streets and places that the city had once created.

These cities will almost certainly rebuild—but they've lost much of the wonder that they created in the early 20th century. Historic preservation of buildings (and sometimes whole districts) can serve to be the "good bones" on which to build a city and a place, something that perseveres even as a city continues to develop.

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303-441-3019

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Date
02/18/16

First Name *
Hollie

Last Name *
Rogin

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-427-3157

Work Phone (?)

E-mail Address *
hrogin@gmail.com

Occupation
Marketing Strategist

Place of Employment/Retired

Posit Partners (Contract Partner)

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/15/1996

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am a partner in a strategic consulting firm (www.positpartners.com) focusing on cleantech and medical device industries. As such, I work with C-level executives in Fortune 500 enterprises and entrepreneurial startups alike. During the course of my 20+ year career, I've honed my diplomatic and consensus-building skills while diving deeply into highly technical subject matter ranging from IBM blade servers to hydrogen electrolyzers. Decision-making at high levels in corporations can be highly politicized and contentious. I am skilled in diffusing heated discussions by encouraging participants to focus on facts at hand. I've led well-received and highly attended seminars in building business cases for the national Cleantech Open organization, the Colorado Cleantech Industries Association, National Renewable Energy Labs, and the Federal Lab-Corps program. I served on the Board of the Colorado Cleantech Industries Association from 2012-2014.

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

I have not had direct experience with Landmarks Board; however, I have a keen interest in helping to build the future of Boulder, and building the future necessitates honoring and preserving our past. I moved here in 1996, partly because of the logical and thoughtful manner in which development was considered and landmarks preserved. I'd like to be a part of continuing that tradition, and I believe I will bring a pragmatic approach to sometimes-thorny issues. Boulder's historic preservation program is nationally recognized and balances private property rights with community values. The Structures of Merit guidelines that enable preservation of historically significant buildings from all time periods speaks to the Program's investment in preserving the buildings that make Boulder so unique.

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

A global Fortune 150 enterprise client is currently making a significant shift in their business model. As a part of that shift, they engaged my firm to provide strategic direction in the form of positioning their company relative to their competition in this new space. My business partner and I presented our recommendations to the Chief Executive Officer, the Chief Marketing Officer, and other company leaders. The substance of the presentation forced the executives to consider some hard choices regarding where to focus their energies and "place their bets" on the future. The CMO aligned immediately and totally with the CEO. The other company leaders weren't so sure, and their opinions were being muffled by the CMO, who attempted to lead the conversation down a different path entirely. To ensure that the CMO felt he was being respected and that the other company leaders were being heard by the CEO (who was the ultimate decision-maker), I called a 10-minute break in the hours-long session so that I could set up a whiteboard listing objective pros and cons, based on research, of the decision being debated. I also added a "Parking Lot" section on the whiteboard. After the break, the entire team went round-robin adding to the lists. Any topic not germane to the conversation was added to the "Parking Lot." At the end of the meeting, it was clear to see what the right decision was; everyone felt (and was) heard; and the CEO had consensus among his team.

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

don't believe I have any potential conflicts of interest, as I am not involved in any way with any historic property or neighborhood. I believe that if there is a perceived conflict of interest, a Board member should recuse him- or herself from the matter at hand.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

Boulder is a special and desirable place in a large part because of its history, and because that history is preserved. At this stage in the city's development, continuing historic preservation is essential to maintaining that history and Boulder's unique sense of place.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

Assuming that "by work" means upkeep and repair to properties, and with an understanding of the tax advantage, the Board's proposal last year to create a lot subdivision incentive should be explored further; in addition, like Louisville, Boulder should consider providing grants to owners to subsidize work if the owners will landmark. If the question refers to additions and alterations, I believe that the current policies are adequate.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

Considering both embodied energy and the energy waste associated with demolition in concert with current retrofit energy efficiency systems, the objectives in this question don't necessarily have to be competing. In addition, new retrofit energy efficiency technologies continue to emerge. For example, a Boulder resident founded e-Chromic Technologies, currently in the commercialization process at NREL. This retrofit thin-film technology can be used on residential and commercial historic buildings alike, and it goes a step further than more traditional dynamic window technologies, which simply turn dark when activated; this film turns diffusely reflective, so that buildings don't suffer from the heat effect of absorptive technologies.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

I grew up in and around Chicago, among the post-fire architecture and grand buildings. I've had a lifelong love for historic preservation because it connects us to our past and, though this may sound hyperbolic, to humanity. Recently, I've read "Older, Smaller, Better: Measuring how the character of buildings and blocks influences urban vitality," by the National Trust for Historic Preservation and its Green Lab.

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

Date
02/17/16

First Name *
joan

Last Name *
zimmerman

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
Boulder

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
917-282-6244

Work Phone (?)

E-mail Address *
jczimmny@gmail.com

Occupation

Place of Employment/Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

11/25/2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I moved here from New York, where I was for many years President of the Fulton Ferry Landing Association(FFLA), a civic organization dedicated to the preservation of an historic neighborhood--the oldest in Brooklyn--and the quality of life of its residents. Located at the base of the Brooklyn Bridge, our area was under considerable development pressure, so we were deeply involved, and tried to protect the unique history and architecture of the area by focusing on contextual development. In representing the neighborhood, it was my role to interact with various and sometimes conflicting constituencies, including: The Landmarks Preservation Commission of New York, residents, developers, landlords, restauranteurs, City and State elected officials and agencies, and other preservation and civic groups. FFLA was instrumental in saving three of the oldest buildings in Brooklyn from demolition by neglect; helping to establish a Historic District in an adjoining neighborhood; saving an historic warehouse and actively involved in its repurposing as a not for profit theater; and the assisting in the establishment and design of the now-famous Brooklyn Bridge Park.

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

See question 1. While I have had no experiences with this Board, I have interacted with the staff of The Landmarks Preservation Commission of New York, observed its work and the work of architects and preservation groups. I have testified before the Board on issues of relevance to our area in Brooklyn, namely historic preservation, proposed development and its architectural context. To do so, I worked intimately with local architects and preservation groups to balance development with the history of our neighborhood and others. As I make my home here now, I have a continuing interest in how this community might balance history (preservation) with growth.

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

Nearly every issue in which I was involved in our neighborhood entailed some conflict: preservationists vs developers, CIty and State officials and agencies of both that did not see eye to eye, long time residents and newer ones, conflicting neighborhood goals, and so forth. Normally, I tried to recruit another Board member first to meet with each party so we could understand that party's views and issues, then attempt to negotiate some compromise that might not be ideal to any, but might at least be acceptable to all. If that did not work, then we would try to recruit a voice or persons of influence to help sway the decision.

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

To my knowledge, I have no potential or perceived conflicts.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

At a time when development is occurring in all sectors of Boulder, historic preservation and landmarking can help the City preserve its historic and architectural heritage for future generations. Obviously, landmarking can take a toll on current property owners, and so the designation should be made judiciously, when the damage resulting from the potential demolition of an historically worthy structure outweighs the inconvenience or loss of potential income that might occur in the absence of protection.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

That is an interesting question. One possibility is whether it can be made clear that the landmarking of a building or district will add to, rather than subtract from, its value. In New York City, research showed this to be the case, but I cannot speak for Boulder. In addition, those involved in Landmarking need to show a degree of practicality in the rehabilitation or repurposing of historic entities. For instance, windows that look exactly
the same as the original in a landmarked house can be made from glass that will provide up to date insulation and sound attenuation standards. Similarly, within historic districts, owners and developers may be able to create a more modern structure that is in keeping with, but does not mimic, the historic surroundings, that is, contextual architecture.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

Again, drawing upon my earlier experiences, in New York it is recognized that historic preservation need not conflict with some degree of modernization, and that the former is not intended to preserve exiting structures in amber. Permitting upgrades of windows, using historically appropriate design, permitting homeowners to replace leaking roofs and update the insulation of structures does not conflict with the preservation mandate. Even the Sistine Chapel has undergone periodic maintenance and the interior of the Statue of Liberty has been modernized. Permitting interior upgrades and the occasional historically appropriate external upgrades does not compromise the preservation mandate, it merely makes it more attractive for other similarly situated homeowners.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

Most of what I have read has been specifically related to preservation issues or preservation groups in the New York area, such as the New York Landmarks Society, the Municipal Arts Society, the Historic Districts Council, all of the local preservation groups, and specifics of the Landmarks Preservation Commission documents, discussions and decisions. Similarly, any conferences I attended were specific to NYCity and its boroughs.

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303-441-3019

LANDMARKS BOARD

Mid-Year Application - 2016

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Staff Liaison: James Hewat (303)441-3207

Meetings are held the first Wednesday of the month at 6 PM in the City Council Chambers.

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

Date
01/22/16

First Name *
Jyotsna

Last Name *
Raj

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-447-8831

Mobile Phone (?)
303-597-6169

Work Phone (?)

E-mail Address *
rajj@colorado.edu

Occupation
Artist

Place of Employment/Retired

Homebase

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/31/1996

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I worked with my neighbors to initiate the creation of a historic district in our neighborhood encompassing two blocks on 14th St. now known as University Place. I have served for the past five years on the University Hill Commercial Area Management commission, a City advisory board, where I encouraged the board to explore Historic Designation for the Hill commercial area, as part of the revitalization strategy for the Hill. I participated as the University Hill representative in the Historic Preservation Plan Stakeholder Group, in developing a plan for the City's Historic Preservation Program in 2013.

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

My initial experience with the Landmarks Board was in 2005-06 when our neighborhood submitted a petition to be designated as a historic district to prevent the demolition of three historic homes. I was impressed by how thoroughly board members informed themselves about the issues, and then came to visit our neighborhood to see for themselves what was of historic significance and worth preserving. I remain engaged with various preservation issues, most recently the landmarking of the bungalow at 747 12th St. I see that board members must be informed and objective in their deliberations, follow all local, state and national guidelines, and consider the interests of the community and individual property owners in their decisions.

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

When we began to gather signature to petition for the creation of a historic district in our neighborhood, many of our neighbors were either uninformed and skeptical, or both(!) about our objectives. We dealt with this situation by arranging community meetings with the City Preservation Staff, especially James Hewatt, who was able to explain the process of historic designation and it's many benefits, and also answer any questions. Thereafter, we went door to door listening to the concerns of our neighbors and continuing to provide additional information. So a process of education and engagement worked to address and alleviate any fears our neighbors may have had initially, and in the end we had almost total buy-in to our initiative.

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

I do not have, nor do I anticipate, any potential conflicts of interest with respect to the work of this board. Any potential or perceived conflicts of interest should be acknowledged by Board members, and they should recuse themselves from any decision-making on the issue.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

The work of historic preservation is never done! With the current flurry of building and development in the city, we need to protect those historic assets that make Boulder a unique and distinctive community. The city's historic preservation goals can help advance city goals in other ares such as our Comprehensive Housing Strategy, by preserving smaller historic buildings, that are more affordable than new mini-mansions. We can preserve housing that provides the opportunity for sensitive infill, and a possibility of living close to work and public transit.
Many neighborhoods, like Martin Acres, that are now 50 years old need to be considered in their historic context and some recognition of their character, however modest, should be possible. On the Hill we have so many historic homes that some sort of conservation overlay should be discussed, to prevent rampant over-occupancy and loss of neighborhood character. Mid-century modern buildings by prominent local architects and city landmarks like the Bandshell deserve preservation. I believe the community as a whole would support such efforts, as they have for the Bandshell.
Historic preservation has been getting a bad rap recently, and if it is seen as coercive, arbitrary and punitive we will lose the support of the community. To avoid such negative consequences, we must survey and identify our historic assets, we must develop user-friendly guidelines for historic preservation, without diluting local, state and national parameters, and we must have better outreach to engage with the community. A moderate stance, that provides value to the property owner as well as the community, will encourage more people to restore and retain their homes. Historic preservation will succeed if it is seen as a collaborative process, with buy-in and benefits for all concerned.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

There are already many incentives for work on landmarked properties, such as tax breaks on materials and projects provided by both local and national preservation programs. The Design Review process for any proposed landmark provides the property owner with help and advice from City Preservation Staff and other design professionals. Landmarking may provide FAR exemptions for unusually situated homes, or they may be grandfathered in. The landmarking of 747 12th St. presents one way to prevent the destruction of small historic homes. We should try to save small houses, and these kind of homes in our older historic neighborhoods have the best potential for sensitive infill such as ADU's and OAU's. These granny flats may also allow elders to age in place and not have to move out of their community. City's programs can help increase energy efficiency of older homes, including tax breaks for such efforts. These advantages and tax breaks should presented to the community, which may not be aware of them. Finally, I hear from many realtors that homes in historic districts retain a higher value than homes in other areas. This is also true in commercial areas, a great example being Boulder's Downtown.
Above all, we must actively engage with the community to recognize our historic assets, and to see the many benefits of landmarking. People who buy older homes in historic neighborhoods already appreciate them and will be open to work that enhances the aesthetic and financial value of their homes.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

I believe that the Historic Preservation Ordinance is in perfect accord with the City's sustainability goals. Even the words "preservation" and "sustainability" seem to have a shared meaning! To restore, reuse and recycle are the goals of the preservationist as well as the environmentalist.
To preserve and restore a building in an inherently "green" activity with savings in embodied energy and materials. As they say, the greenest building is one that already exists.
That said, many owners of older homes are concerned about the energy efficiency of their properties. City programs like smart Regs and Energy Smart can help property owners find ways to improve the energy efficiency of their homes/properties - by conducting energy audits, by better insulation, by sealing leaks, and using energy saving heating systems, appliances and lighting. The issue of windows is always a contentious one, but much can be done without replacing an older window and compromising the historic integrity of the home.The use of storm windows, additional interior glass, and insulating shades and fabric blinds and draperies can help us bring our historic windows up to speed.
People who live in historic homes can have a 21st century life style, as we see in the much older structures in countries like Germany, where they are also very concerned with environmental issues, but manage to preserve and use their old town halls, city shops, churches and homes for contemporary living.
Older neighborhoods already have, or can easily achieve the mixed-use, walkable, diverse, and more dense characteristics that we seek in Boulder. They are often conveniently located, with good access to public transport, which would help us achieve the city's goal of getting us out of our cars and using alternative means of transportation. New neighborhoods would benefit from retaining older buildings within their perimeters, and the city as a whole would retain it's uniqueness by preserving it's architectural and social history.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

My son is an architect, and he has introduced me to the work of many architects and urban planners. Jane Jacobs's " The Death and Life of American Cities' helped me see how important a sense of community is to urban life, and urban renewal that razes the physical and social fabric of a city is not the best way to go.
When we bought our house in 1997 our realtor, who is a Boulder native, gave us a copy of Sylvia Pettem's " Historic Boulder" with a picture of our house, almost unchanged from when it was built in 1922. This ignited an interest in the history of Boulder and how it grew as a city. There may not have been a formal concept of urban planning at this point in our history, but I saw how places developed to fill a need, like the residential neighborhood on the Hill to house University professors, quite close to where they worked, something we wish to see in contemporary developments in the city.
On a personal level, our neighborhood initiative to establish a historic district helped me to engage with my neighbors, and create a sense of community among us and an awareness of the history of our two blocks of 14th Street, and of the larger Hill neighborhood. I believe good urban planning must acknowledge these values and build upon them. As I see it, historic preservation maintains a sense of place and community in Boulder, it makes our city unique and distinctive. We should incorporate this in our urban planning. In Boulder, as well as in our neighbors like Louisville, Longmont, Fort Collins, a historic downtown is an economic and social asset. Let us capitalize upon our historic assets as our city grows and develops.

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LANDMARKS BOARD

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Date
02/15/16

First Name *
Mark

Last Name *
Hafen

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80305

Country
US

Best phone number where you can be reached

Home Phone (?)
303-324-1179

Mobile Phone (?)

Work Phone (?)

E-mail Address *
mrkhfn01@gmail.com

Occupation
Architect

Place of Employment/Retired

Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/1979

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

2013 to Present – Carnegie History Library, volunteer compiling images from the Charles Haertling Archive

1979 to 2013 – Senior and founding principal at Gates Hafen Cochrane Architects/Animal Arts Boulder, Colorado. Licensed to practice Architecture in Colorado and 35 other states

While with Gates Hafen Cochrane Architects designed the following projects in Boulder:

Colorado Chautauqua Park – renovation of Academic Hall, Community House, Columbine Lodge, Mission House, Rest Cottage 401, Morning Glory Cottage 306, Cottages 100, 106, 23, 21, 509, 314, 214 and many others
Boulder Day Nursery, 1518 Spruce Street – renovation and expansion
929 Pearl Street – construction of a 27,000 square foot three story commercial and office building on West Pearl in Downtown Boulder
2446 7th Street Residence on Mapleton Hill – renovation of a turn of the century bungalow
Central Park Band Shell, Train Depot and Odd Fellows Hall – produced measured drawings

Community Involvement:
Historic Boulder, past Member Board of Directors
Colorado Chautauqua Association, past Member Board of Directors
Boulder Day Nursery, past Member Board of Directors

Education: Bachelor of Science, 1974, Masters of Architecture, 1976, Clemson University. Attended the Charles E. Daniel Center for Building Research and Urban Studies, Genoa, Italy, 1975

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

Remarkably enough, and in spite of my Board positions and construction/renovation experience, my interaction with the Landmarks Board over the years has been quite minimal. Instead, most of my interaction with the City has been with the Building and Planning Departments and the Downtown Design Advisory Board. Looking back I found the vast majority of city staff to be well informed, helpful and direct.

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

Having run a successful architectural firm for many years, working on complex medical facilities, I have had many experiences working with owners, contractors, and even government agencies to resolve issues. Simply stated successful conflict resolution comes down to:

Pausing the process so that the various participants have time to be heard

Listening carefully to all parties involved so that you genuinely hear what people have to say

Doing the necessary homework before the negotiations begin so as to understand both sides of an issue and to identify points of interest common to both sides

Giving all parties a vested interest in developing a solution that everyone can share and support

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

No known conflicts, but if there were conflicts identified I would recuse myself from the decision making process.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

Now with most of the significant historic buildings already landmarked, the Board has the opportunity to redirect its efforts toward preserving buildings that are more contemporary. Two groups of buildings come to mind: Art Deco and International Style or Bauhaus-like buildings built between the first and second World Wars, and Mid Century Modern buildings built in the 50's and 60's. Many of these buildings are not as picturesque as the older Landmarked buildings, nor are they as well known or respected by the community; however these buildings are important both as significant architectural and social indicators and also because they contribute to the urban context. As such these modern buildings need to be protected!

For the most part, the Pre World War Two buildings have been identified as part of the City of Boulder Structures of Merit Program, but a number of the Mid Century Modern buildings have not. As such, a first goal would be to revive the Structures of Merit Program and complete the inventory of both of these groups as may be required. Next, as certain buildings reach their fifty year benchmark, use the Structures of Merit Program to engage these owners in conversations about the value of Landmarking these buildings.

Even before individual buildings are targeted for Landmarking the most critical responsibility of the Board is to educate the community as to the value of these often overlooked "modern" buildings. In an ideal world, if the Board can educate the community, owners will see the importance and benefit of preserving these buildings. Ultimately this would transition the Board from a reactive stance to a pro-active and consensual approach to historic preservation.

I am very impressed with the Community Engagement program that the Board recently initiated. The Film and Lecture Series is a perfect example of how the Landmarks Board can reach out to inform and engage the community. Moving forward I would encourage the Board to see how the Community Engagement process can be expanded. I'm not sure what the Board has tried in the past, nor do I have a quick easy solution to how the Engagement process can be expanded, but one idea would be to begin a series of conversations with, and presentations to, specific community groups including the Boulder Chamber of Commerce, Boulder Area Realtors Association, Downtown Boulder Inc, and the University Hill Commercial Area Management Commission.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

While ideally I would like to see the city of Boulder sponsor grant programs and zoning incentives similar to what Louisville has implemented, I'm not sure this is the time. Instead, I come back to Community Engagement as the best tool available to the Board. The Community Engagement program is already ongoing, and it would be relatively easy to expand without requiring elections, taxations, or changes to the city charters, codes or ordinances.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

On the most basic level I don't see sustainability and historic preservation as competing objectives. During my time as a practicing architect our firm designed and built a number of complex, large scale Green Buildings. I know specifically what can be accomplished when you set out to create a sustainable building. I also know there are a range of ways that you can make a building more energy efficient including increasing insulation, replacing the glass, using a more efficient HVAC system, low water usage plumbing fixtures and upgrading lighting systems. Most of these tools, if used carefully, do not have to impact the historic character or building appearance.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

Most recently my ongoing work compiling the Charles Haertling Archive at the Carnegie Library has reawakened my enthusiasm for the work he did, and how it impacted the residential landscape.

I also recently discovered the Modern Architectural Structures in Boulder: 1947 – 1977 Context and Survey Report and A Guide to the City of Boulders Structures of Merit Program. While these two documents do not include every historically significant modern building in the city, these documents go a long way toward identifying and explaining the significance of a whole range of modern buildings. And while I already knew of Glen Huntington, James Hunter, Charles Haertling, Hobie Wagener and Art Everett, I have been excited to discover Tician Papachristou, Roger Easton, Thomas Nixon and Gale Abels.

As a practicing architect I have always been interested in not only buildings but also their urban context. Growing up outside of Washington D.C, through grad school in Italy, and then through more recent trips to Europe, I have had the opportunity to study and experience first hand a host of relatively often overlooked towns and cities that are both visually delightful, but also vital and alive. In the US these towns include historic Charleston, SC, Key West, FL, Georgetown, DC, Alexandria, VA, Santa Fe, NM and Monterey, CA. Additionally I have experienced many of the planned new towns in the US including Reston, VA, Columbia, MD, and also the New Urbanism of Seaside and Celebration, FL. I also have been very fortunate to have traveled to Scotland to see the planned towns of Plockton, Portree and Lanark, to England to see Wells, Bath and Brighton; to Italy to see Tivoli, Bergamo, Verona, Lecce, Conversano, Gallipolli and Maitre.

Looking back over my thirty plus years in the architectural profession I can pick out a handful of books that have shaped my beliefs about architecture and urban planning. While not new or trendy these books reflect my values and have informed my approach to design and architecture and in turn historic preservation.

Sir Bannister Fletcher – A History of Architecture
Robert Venturi – Complexity and Contradiction
Gordon Cullen – The Concise Townscape
Christopher Alexander – A Pattern Language: Towns, Buildings, Construction
Ian McHarg – Design with Nature
Jane Jacobs – The Death and Life of Great American Cities
Alan Jacobs – Great Streets

In closing I like to think that my years in practice have taught me that there is no single right way to create a livable, exciting and engaging vital city, rather a city is the sum of its parts – the people, buildings, environment, and even governmental and social institutions. Maintaining and preserving historic buildings is a critical part of this mix.

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Date
02/18/16

First Name *
Matt

Last Name *
Kobzik

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

Street Address

Address Line 2

City
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Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
603-801-1379

Mobile Phone (?)
603-801-1379

Work Phone (?)
603-801-1379

E-mail Address *
mattkobzik@gmail.com

Occupation
Ecommerce Analyst

Place of Employment/Retired

Eco-Products

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I majored in History in college and have had a serious passion for the historical landscape of this country since I was young. I am passionate about the preservation of landmarks, but I do not let my passion get in the way of decision-making.

As a member of this board, I will bring a collaborative attitude. My skills as a mediator, my ability to internalize information and process it quickly, and my educational background make me a great candidate.

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

I attended a meeting for this board recently where the topic of changes to Chautauqua were proposed. I told Andy Schultheiss and Bob Yates I planned on attending, and they greatly encouraged me to do so. Sitting in on the meeting provided great exposure to the decision-making process and how the board discusses proposals.

I loved listening to the public, and those proposing the changes, get up and present to the Board. The open dialogue between the Board was fascinating. I gained much insight from their discussion and enjoyed watching the process unfold.

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

Mitigating conflict and resolving disagreements is something that I believe myself to be good at doing. Recently, I had some trouble with the other members of the house I live in. One member of the house wanted to take one room, when he was already assigned to another. As the house manager, the onus of resolving the situation fell on my shoulders.

I organized a house meeting to discuss the issue and get all members of the house to express their opinion on the situation. The tension was palpable. Each member told a different story. We came up with as short term solution to the problem and resolved it with every member of the house finding somewhat of a winning point.

Communication is vital. I believe open dialogue and forthrightness can never be understated in their importance.

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

I do not see any potential conflicts of interest. My goal is, and always will be, to handle all matters presented to our Board with an unbiased approach.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

Historical preservation and landmarking in Boulder can achieve a lot at this stage of the City's development. That's true now and will be in the future. The historic wealth of a city is, in my opinion, generally largely measured by its landmarks. Physical landmarks are tangible. We have thousands of tourists that visit them and pay money to see them, to come here to Boulder.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

I cannot adequately answer this question at this time.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

Energy efficiency in older buildings can often be a conundrum. We need to take a modest approach to the HPO and our sustainability goals. As the HPO states, "Historic Preservation does not mean a static environment. The preservation ordinance provides criteria for alterations, allowing Boulder's historic buildings and neighborhoods to adapt and change with the times, while protecting their historic character."

As a Board, we will need to remain proactive and diligent in making sure that the areas designated as landmarks meet this criteria. We cannot allow them to become static and monolithic. Energy consumption is an important topic; often times, older buildings and properties can hinder efficiency.

Installing efficient lighting, plumbing, and heating systems is a good start for older buildings. Auditing, if not already implicated, must be a priority, too.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

I consider myself a voracious reader and lover of historic preservation. When I was a child, I visited Washington D.C. numerous times. Reflecting on these visits, I realized that historic preservation can add a lot, especially in the context of urban planning. That city has done an amazing job of balancing its historic preservation with keeping the city up to date.

Balance, as aforementioned above, is the key when it comes to urban planning. My experiences, with travels to Europe, New York City, Los Angeles, Washington D.C. and beyond have shown me that historic can be achieved while the city progresses with its urban planning initiatives. It doesn't have to be one or the other and these two ideas are not mutually exclusive. They can co-exist and a city can retain its historical charm while urbanized. That is my goal for Boulder.

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

LANDMARKS BOARD

Mid-Year Application - 2016

The Landmarks Board consists of five members appointed by City Council, each to five-year terms; two members are architecture, historic preservation or urban planning professionals and three members may be chosen without specific requirements for qualifications. The Board considers applications and makes recommendations to City Council for Landmark and Historic District designations. The Board reviews proposed exterior physical changes to landmark structures and structures within the landmark districts to ensure compliance with the Landmarks Alteration Certificate criteria. The Board reviews applications for demolition of structures older than 50 years outside of historic districts.

Staff Liaison: James Hewat (303)441-3207

Meetings are held the first Wednesday of the month at 6 PM in the City Council Chambers.

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

Date
02/17/16

First Name *
Ronnie

Last Name *
Pelusio

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-709-6569

Work Phone (?)

E-mail Address *
ronnie@pel-ona.com

Occupation
Architect

Place of Employment/Retired

Pel-Ona Architects & Urbanists

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/2003

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am a licensed architect with a masters from Syracuse University. I am an AIA member and a LEED AP. I own an architecture, planning and code writing firm that is based in Boulder. I've been through the approvals and permitting processes in Boulder and other municipalities. Before starting Pel-Ona Architects & Urbanists, I worked for Wolff Lyon Architects. My professional experience includes working on mixed-use, multi-family, single family and commercial buildings. I have been involved in writing the design guidelines for Stapleton and other developments in the Rocky Mountain area. Our company focuses on new urban principals.

I am the President of the Holiday Neighborhood Master HOA. I am a board member and former President of North Court's HOA (in Holiday). I am a neighborhood liaison for the Neighborhood Shelter Action Group. I am a founding board member for the Congress for the New Urbanism Colorado Chapter.

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

I have worked on projects throughout Boulder. I am currently working on a facade renovation to 1539 Pearl Street. My firm also began preliminary investigations on the Lolita's market site with Wolff Lyon, and we collaborated with Winter & Company last year to write guidelines for the Fort Collins historic district. We collaborated with Wolff Lyon on the new restrooms at Chautauqua and are currently helping put together as-built drawings of the auditorium.

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

My line of work requires working with home owners, developers, builders, municipalities and financial groups. Each project presents a set of new challenges and requires working respectfully, listening, and synthesizing wants, while focusing on the overarching principals.

As a neighboring homeowner, the President of the HOA, and an interested professional, I've been involved in the redevelopment of the Armory site in North Boulder. At one of the first community meetings hosted by the developer, I spoke up about my concerns that the presenter wasn't fairly explaining the existing zoning and regulations of the property. Other community members in attendance agreed, and unfortunately the meeting became unproductive as the dialogue with the developer stopped. Although I believe that what I was saying was true, I regret the outcome. This experience, while it was over 10 years ago, is memorable for me. I took from that meeting a lesson about relationships and communication, and the delicate nature of passionate groups. Since that meeting, I have reached out directly to the developer and we have had several great conversations about the site.

As the president of the Master HOA, I am often asked about the latest efforts for the redevelopment of that parcel. I always explain the HOA's role and the conflicts around representing the opinions of all residents. I always share the names of the multiple organizations that have differing opinions in the proposed plans, because I believe that an educated opinion needs to hear many voices.

I cofounded a neighborhood group called the North Boulder Community Forum in reaction to the armory redevelopment, the flood and the updates to the comp plan. Our mission is to create a platform for information sharing. We often reach out to the various neighborhood groups when local topics come up to start the discourse. As an organization, we have written several letters to City Council and others related to important concerns. When differing opinions arise within our group, we offer the opportunity for group members to edit our letters to best represent all of our views. If this doesn't solve the disagreement, the majority rules and not everyone is requires to sign the document.

These experiences have helped me learn about the public process, representation, individual relationships and compromise.

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

Potential future architectural work. If a conflict of interest presents itself, I would recuse myself from reviewing the application.

5. What things can historic preservation and landmarking in Boulder achieve at this stage of the City's development? Include both positive goals that can be achieved and negative consequences, if any, that should be avoided. *

As the city continues to grow, the pressure to redevelop will only increase. The trending increase in density requires us to mindfully manage our existing amenities and resources. Careful consideration should be paid to historic buildings and environmental resources that contribute to and define our community.

Ideally, we would find a balance that allows us to maintain our existing amenities and address the many other compatible and sometimes competing objectives of our community. Additionally, we would proactively identify unregistered landmarks and make efforts to protect them as needed.

Negative consequences are on either side of the issue. The loss of these historic amenities could change the character of our community, and over protection could jeopardize other planning and environmental goals.

6. What incentives, if any, should be provided for work on properties that are individually landmarked or are contributing resources to designated historic districts? *

I read about the incentives that are outlined in the Boulder Historic Preservation Plan, but have little direct experience on this topic. If I were appointed to the board, I would look forward to learning more about the successes and shortcomings of these incentives and to provide better feedback.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance as well as help the City to achieve its sustainability goals. What ideas do you have to help the Board reconcile these sometimes competing objectives, especially with regard to improving energy efficiency in historic buildings? *

In my professional life, my background in architecture has helped me to articulate building construction, form, ornament and details, as well as planning decisions and how they affect our built environment. I've found that identifying and speaking to these topics are sometimes challenging for the layperson. I hope to contribute the conversations about competing objectives and look closely at the details while keeping perspective of the greater goals.

I believe that educating and collaboration with the applicants, as well as consistency with decisions are the keys to a smooth process. I believe it's the Board's responsibility to follow and enforce the regulations that are in place. I look forward to learning more about these standards and the leeway that the Board has in this process.

8. What books have you read, courses have you taken or experiences have you had that have shaped your thinking about historic preservation in the context of urban planning? *

I would like to start by saying that I believe that a position on the landmarks board would be a great educational opportunity.

I am a believer in the principals of new urbanism. I think that compact, walkable, diverse neighborhoods work to address our social, environmental, health and commerce needs.

I was a biologist for the USGS before returning to school to pursue architecture. I am appreciative of our open space, and am proud of how our City has managed it.

I am from upstate New York and had always imagined purchasing a historic home and renovating it. For me that was an early 1900's house. Fingers crossed, that will happen someday.

I lived in a condo in the holiday neighborhood for over 10 years. With Wolff Lyon Architects, I worked on the buildings and planning in that neighborhood. I am proud of it and still office there.

I moved into a 1950's ranch in central Boulder just over a year ago. I consider this house my opportunity to address the challenge of my generation. This is particularly true in Boulder with a large percentage of existing housing inventory from this era.

In my architectural practice, we spend considerable time discussing and crafting code for architectural styles. Developers like Forrest City, DR Horton and Brookfield Homes depend on us to help regulate the character of neighborhoods. I would not consider myself an expert on the many styles that are out there, but I have spent plenty of time dissecting the more common styles and analyzing their qualities.

I am shaped by these experiences and am excited about the prospect of becoming a Landmarks Board Member and at having the opportunity to serve the community.

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

LIBRARY COMMISSION

Annual Application - 2016

The Library Commission consists of five members appointed by City Council, each to five-year terms. The Commission was established in the City Charter in 1917 to provide consultation and make recommendations to Library staff and Council on the management of Boulder's public libraries and information services.

Staff Liaison: Carrie Mills (303)441-3106

Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

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Date
01/28/16

First Name *
Dick

Last Name *
Shahan

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80303

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

303-442-4375

E-mail Address *
Dickshahan1@gmail.com

Occupation
Library Clerk II, then Materials Handler I, and also Library Clerk I--all at BPL Main

Place of Employment/Retired
Boulder Public Library 16 years/now retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

9/1/1967

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. Why do you want to serve on the library commission? *

The library commission oversees and discusses and makes decisions and advisory recommendations to the BPL Director and Deputy Director regarding BPL policies, procedures, and events. I've attended commission meetings in the past, and I've attended every monthly commission meeting since June of 2015. I've contributed "public comments" and have enjoyed hearing the discussions about BPL issues and seeing how the commission works to reach agreement.

Since I recently retired from the City of Boulder after working at BPL Main for 16 years, I would now enjoy being an active participant on the commission and helping to make advisory decisions regarding BPL procedures, issues, and events, and in making BPL the best that it can be, and in contributing to its being an excellent community center.

Also, I was President of the Boulder Municipal Employees Association (BMEA) for four years, from January, 2011, through December, 2014. I enjoyed the Presidential duties and serving on the BMEA Executive Board and on five standing committees that were involved with BMEA/COB relations and issues, with decision-making regarding BMEA procedures and events, and with regular communications with the 430 BMEA members. I view serving on the library commission as functioning at a similar level as I did for BMEA, and would enjoy doing so.

2. What qualifications, skill sets, and experiences related to advising or decision-making do you have that are relevant to this position? *

My qualifications include a Ph.D. in English literature from CU-Boulder (1985), being an employee at BPL Main for 16 years (worked in Circulation, Readers' Advisory, Technical Services, and Materials Handling or Shelving--also subbed at GRB and MDWS, and have visited Carnegie and NoBo branches), doing "shadowing" of 15 BPL employees between 2/1/15 and 7/15/15, in order to find out more about their positions and duties, and taking a webinar ("Your First Board Position," taught by Pat Wagner) on 8/26/15.

I served as BMEA President for four years and facilitated each monthly BMEA Executive Board meeting, and also served on all five standing committees (Finance, Grievance, Membership, Negotiations, Public Relations), and also from 2003-2014 was the BMEA rep for the 40-50 BPL-BMEA employees.

During the time I was BMEA President (2011-2014), I also served on several COB committees: the Employee Advisory Committee (EAC) on Compensation, the COB Training Network, and the COB Diversity Committee. So I've had lots of experience with Board and committee work.

In regard to skill sets, I have an extensive background in writing and editing, have good communication skills, am willing to state my views in public, have experience in discussion and negotiations, and I'm flexible and don't always have to "win." And I've read the new job description for the library-commissioner position, and believe I fulfill what is required.

In regard to advising and decision-making experiences, the COB committees that I was on were groups that made decisions and suggestions to the City Manager. They were advisory groups, as well. The five BMEA standing committees I was on were sometimes advisory, making suggestions to the Executive Board. They sometimes were decision-making, such as when the Negotiations Committee would discuss all possibilities and then decide what they were going to ask for in contract negotiations with Management. And the BMEA Executive Board itself was decision-making, discussing and voting on BMEA issues, procedures, whether a particular grievance should go to Stage 5 and arbitration, etc. As President and as BPL-BMEA rep, I also served in an advisory role, sending information and news to all the membership and advising them of new changes in COB procedures.

3. Describe an experience where you have worked to develop consensus in an advisory or decision-making role. *

At monthly BMEA Board meetings, and in BMEA Negotiations Committee meetings, there would sometimes be disagreement among the reps or members. As President and meeting leader, I would always ask for and welcome and respect all opinions and ideas. I would seek active discussion and participation by all, and direct discussion towards achieving agreement, even if it meant some "giving in" by members or by me in order to reach the interests and goals of the Board and the membership.
A specific experience would be when in 2012 I proposed a dues-increase procedure for BMEA. In 2011 we had four grievances that all went to arbitrations (all four arbitrators found FOR BMEA), and then in April-June of 2012 we had negotiations. This was all very expensive. So I proposed a $5/month increase (dues were only $10/month) in 2012, and another $5/month in 2013. This would double BMEA's financial resources, and help the organization considerably.
The proposal advised the Board WHY the increase was vital. It also gave statistics about the increase in revenue. It offered comparisons with how much the dues amounts were in other labor organizations. Even at $20/month, the BMEA dues would STILL be below what other labor organizations' dues were.
The Board was thus made aware of how the dues increase would help BMEA. The entire membership, however, would have to vote for or against any increase, even if the Board voted FOR it. There were some Board reps who said they understood all that I'd proposed, but they simply couldn't afford any dues increases. And they thought their co-workers would vote against it, too.
So after I had encouraged ALL opinions and views, and wanted to get consensus, I was flexible and agreed to change the proposal to just a one-time $5/month increase, not two increases. I said that even $15/month instead of $10/month would help BMEA considerably. After more discussion, a motion for a $5/month increase was proposed and seconded, and the vote was FOR the $5/month increase.
It was then requested that before we took the increase to the membership for a vote, reps ask their co-workers if they would vote for it. I agreed to this procedure. The results were that a majority would vote no. So in the spirit of Board agreement and consensus, we waited to have the membership vote on the increase.
Note: by mid-2015, the COB was in stable financial shape. The new BMEA President asked me if the vote should now be taken. I sent her all the advisory proposal information I'd given to the Board in 2012, and said yes--but be sure to send the membership plenty of information WHY even just a $5/month increase is so vital to BMEA.
She did so, and the vote happened, and it was a clear majority vote FOR the dues increase. And my role during this very-important-to-BMEA procedure was both advisory and decision-making, in trying to reach Board agreement and then membership agreement.

In regard to the library commission, the commission is a group, and should be working towards agreement and consensus, and NOT individual desires or goals. Concessions and flexibility are helpful towards mitigating conflict.

4. As many libraries are reinventing themselves, what are your ideas to innovate and improve library services, materials access, and cultural programming for the 21st century? *

In helping City Council achieve its goal of Community Sustainability through Social, Economic, and Environmental Sustainability, BPL as the now-renovated and reinvented "Place to Be" is truly becoming THE community center for Boulder residents and visitors to Boulder. Library services should all be organized and offered based on achieving the COB's mission statement of "Excellent customer service for an inspired future." BPL HAS improved its customer-service model, including having employees exhibit the five COB values: customer service, integrity, innovation, respect, and collaboration. The improved "Place to Be" also includes more available meeting rooms, a wide diversity of programs (for toddlers, children, teens, adults, seniors--and trying to reach and welcome ALL ethnic and racial groups in Boulder), a knowledgeable and friendly staff to help any patron and make his/her library experiences useful and memorable, and a healthy offering of cultural experiences including music, films, literary and dance festivals, lectures, etc.
Since BPL is also the Arts center for Boulder, and since the Small-Business Center is now housed at BPL Main, the "Place to Be" will also be offering multiple possibilities and opportunities regarding the Arts and business (Economic Sustainability) in Boulder.
BPL Main will also become extremely central in the development of the new Civic Center, which is planned to be an inspirational environmental and social zone for all Boulder residents to enjoy.
In regard to access to materials, the collection can be improved including adding more of what patrons WANT access to. The Automated Materials Handler (AMH) machine will assist the dedicated Materials Handling staff to continue to do their best in getting returned library items back on the shelf and accessible to patrons within 24 hours. To make this even more improved, it's ESSENTIAL that more standard MH employees and subs be hired to keep up with the huge daily workload. If the public wants more accessible online items, then BPL should be looking at improving the e-collection.
Also with the recent renovation, BPL Main in particular is a MODEL of innovation. With the new AMH, RFID tags, new website, customer-service model, the Seeds café, and the complete changes in locations of departments, staff and patrons are just STARTING to adapt to all this innovation. Some things can be improved: the ramp on the first floor is very noisy and loud when carts are moved on it, the AMH has frequent stoppages or problems, and there are building-maintenance and cleaning issues.
BPL is also part of a consortium that is going to soon be made up of 5 libraries instead of 3. This will create even more innovative challenges for Technical Services and for Materials Handling, which might see an increase in how many materials are returned to BPL to be shelved or sent to consortium and Prospector-system libraries. And BPL will also have to consider all the digital changes and possibilities, as well.

5. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints? *

Fortunately, the COB has not had to deal greatly with recessions and layoffs, for over 10 years. It has been steady but cautious economic sustainability. If there were to be budget, operational, technological, or physical constraints at BPL, there might have to be a lessening of the RANGE of services and programs offered. Keep the same high-level QUALITY of those BPL offerings, but less total offerings. Job duties of current staff might have to be expanded and changed, with no layoffs. Extra volunteers could be recruited to help with some library programs, to make sure those programs are still offered. New training sessions could be offered to current staff, so that more staff can work in different departments, if necessary, and keep the same quality of offerings. Also it should be emphasized to the community that the "Place to Be" is still there, with all of its free offerings and materials, no matter what constraints there are nationally and in Boulder, and that BPL will ALWAYS try to honor and offer the priorities that the patrons want to see.

6. Provide some specific suggestions that would improve the library's service to diverse populations. *

BPL could do surveys of Boulder residents to discover how many and of which groups use the library, either in visits in person or online. Based on the results, BPL could create programs that will fulfill the needs of all populations in Boulder. More diverse-group programs could be offered at GRB, MDWS, and NoBo. Expanded cultural events (ex: the Jaipur Festival) could be offered at Main and at the branches. Specific book-discussion and language-learning-or-speaking programs could be expanded. Bookbike and other visits could be made to areas of diverse populations in Boulder. A "diversity" online program could be created, for those groups who DO access BPL online (said program could include news and information about events, the Civic Center as it develops, portraits of individuals in diverse groups, etc.).
Also, since the number of seniors in Boulder will be increasing, special programs could be developed: create a Senior Advisory Board, have a "reminiscing" or Boulder-history seniors group, have a writing program/concerts program by and for seniors, etc.
All of this would contribute to the COB's goal of Social Sustainability, and would again show that BPL is THE "Place to Be."

7. Do you foresee any conflicts of interest with the Boulder Public Library or the Library Commission? *

Now that I've retired from the COB, am not a BPL employee, and am not involved with BMEA, I do not foresee any conflict of interest with BPL or with the library commission. I still visit BPL Main weekly, but only as a patron looking to check out materials or occasionally to use the public computers to make copies of online documents or e-mails in my personal e-mail account.
Since any commission discussions and decisions and advisory suggestions to the Director or to City Council won't be affecting me in my work, I can be much more objective and flexible in participating in commission business.
I think that if a commission member DOES have a possible or perceived conflict of interest, he/she should recuse himself/herself from the discussion of that particular issue. And if there's a perceived conflict of interest by other commission members, that perception should be addressed, with no accusations, and clarified.

Pleasesee the Library Commission Job Description for more details.

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

LIBRARY COMMISSION

Annual Application - 2016

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Staff Liaison: Carrie Mills (303)441-3106

Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

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

Date
02/18/16

First Name *
Jennifer

Last Name *
Shriver

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80303

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-247-1622

Mobile Phone (?)
303-247-1622

Work Phone (?)
303-247-1622

E-mail Address *
jennifer.m.shriver@gmail.com

Occupation
Nonprofit Development Director and Environmental Consultant

Place of Employment/Retired
Community Cycles/WorkLife Consulting

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

3/20/1992

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. Why do you want to serve on the library commission? *

I am interesting in giving back to our community.

I love books and libraries and shared resources.

Boulder's libraries are awesome and it would be great if they were even better used than they are.

2. What qualifications, skill sets, and experiences related to advising or decision-making do you have that are relevant to this position? *

Working in the nonprofit sector, I'm familiar with budgets, accessing resources, implementing programs, and supporting other boards or councils in their decision-making processes.

3. Describe an experience where you have worked to develop consensus in an advisory or decision-making role. *

Both of my children went to BVSD schools. At their elementary school, I served on the parent-teacher council, and a recently hired principal had fired one teacher, threatened to fire others, and was taking other steps to damage or undermine our school. Parents were panicked, upset, angry, and ready to take strong actions that might have rebounded negatively. In our meetings, I used tools including active listening, proposing shared and compromise solutions, speaking to common vision and goals, and soliciting input from those who abstained or voted no. Over a two-hour meeting, we built a strong and energized consensus to seek a solution from the District, with other scaled-up responses to follow if needed. The initial steps were successful

4. As many libraries are reinventing themselves, what are your ideas to innovate and improve library services, materials access, and cultural programming for the 21st century? *

Making computer technology available to all residents of our community
Ensuring every knows about online access to materials (interlibrary loan, etc)
Creating innovative beyond-the-doors programs to engage residents where they live
Continuous review and adaption of programs for community engagement
Finding and accessing additional resources and funding to ensure ongoing success and growth

5. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints? *

By building a strong base of understanding of the constaints, and exploring optimized solutions.
As mentioned above, I am excited to find ways to access other outside resources to expand constraints, as appropriate, where possible.

6. Provide some specific suggestions that would improve the library's service to diverse populations. *

Development of spanish-language programming and announcing programs on spanish-language radio.
social media posting of events
Events and programs targetting to diverse audiences
Incorporating teen programming into the auditorium
Reaching out to community groups and nonprofit organizations to find ways the libraries can better support them and their clients

7. Do you foresee any conflicts of interest with the Boulder Public Library or the Library Commission? *

No

Pleasesee the Library Commission Job Description for more details.

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LIBRARY COMMISSION

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Date
01/30/16

First Name *
joel

Last Name *
koenig

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

Street Address

Address Line 2

City
boulder

State / Province / Region
colorado

Postal / Zip Code
80305

Country
usa

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

E-mail Address *
joelkoe44@gmail.com

Occupation
CPA--30 years with Deloitte & Touche, retired as a senior partner; 20 years as a retained executive search consultant

Place of Employment/Retired
retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

2/1/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. Why do you want to serve on the library commission? *

I have always been passionate about libraries. As a youngster I lived less than 5 minutes from the local library in the Bronx and was there regularly. As a teenager my after school job was in the Main New York City Library(42nd St and 5th Ave). I was employed there for 3 years working in the stacks retrieving books and also in the MAP Room answering inquiries from the public--long before Google.
My business acumen as a result of a 50 year career will be an asset to the Commission. Also I participate in a number of volunteer activities related to the Library(enumerated in Question # 2) and have a pulse on the Library.

I read the minutes of all Library Commission meeting and occasionally attend in person. I have been impressed with the Board's discussion of a few recent challenging issues including unisex bathrooms and security guards with handguns. I am confident I will be able to work collaboratively and effectively with the Commissioners.

My volunteering at a number of Boulder not for profits/civic organizations will enable me to provide a broad perspective of our Community. Aside from the Library I am active at Open Space(volunteer of the year in 2014), The Bridge House, conduct employments skills workshops for incarcerated ladies at the Boulder County Jail and a Board member and Treasurer of The Colorado Alliance for Environmental Educators.

I have read the Library Commissioners job description, Including the mission statement. The mission statement will be always front and center with me as we face the challenges of an important public institution.

Bottom line--I have worn a wrist band for 3 months from a Library project--Research Rendezvous--" Love Thy Library"-that says it all.

2. What qualifications, skill sets, and experiences related to advising or decision-making do you have that are relevant to this position? *

As I mentioned previously I had a 50 year business career after graduation from New York University with a B.S. degree in Accounting. I have consulted/advised many Fortune 500 CEO's and Boards.

I have served on numerous Boards, both Corporate and not for profit. I was the Chairman of Children's Institute for many years. We were a high profile Los Angeles organization focusing on abused infants and their families. We had a staff of 400 and an endowment of $50 million. Most of the Board members were prominent members of the Community including the ex Mayor Richard Riordan.

Since I moved to Boulder my Library volunteer activities have included:

Collection department--weeding and searching for missing books
Prior to the Eco Cycle arrangement--boxing donations and weeded books
BoulderReads-tutor
Boulder County Jail-tutor(separate from the womens workshops)
Jaipur Literary Festival-2015--volunteer
2016--organizing and fundraising committees
National History Day--Research Rendezvous
Judge, Broomfield and Southern Hills
RFID --inserted chips in the books manually at Reynolds (50 hours); this service was accomplished by outside contractors at Main

3. Describe an experience where you have worked to develop consensus in an advisory or decision-making role. *

As the Treasurer of Colorado Alliance for Environmental Educators I was confronted with a major challenge in my first year. An important part of our funding came from the Colorado Forest Service. as a result of Statewide budgetary issues they curtailed our funding. Many of the Board members wanted us to eliminate a few staff positions and reduce the Executive Director"s compensation. I viewed this as a mistake--we had lot's of talent that would be difficult to replace. I convinced the Board to utilize our endowment to supplement our operating budget. We also reached consensus to aggressively increase our fundraising efforts and replenish the endowment.

4. As many libraries are reinventing themselves, what are your ideas to innovate and improve library services, materials access, and cultural programming for the 21st century? *

The Boulder Library is one of our City's icons. It is the center of our arts and culture. The development of the Makers Space, Teen Center and the Jaipur Literary Festival as recent examples. The proposed Art Film series, art shows and concerts reinforce the leadership role of the Library.

One of the hidden gems of the Library are the reference/collection librarians. I have observed them innumerable times providing invaluable assistance to our patrons. We should emphasize this through the website and promotional materials.

Bottom line--I am impressed with the forward thinking of the senior leadership of the Library staff and would rely on them to introduce innovative programs.

5. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints? *

The introduction of the RFID system has had a positive financial impact. Frankly, I am not aware of other technological programs that we can adopt. I know the staff is constantly reaching out to other libraries to insure we are " best in class".

The ultimate development of a North Boulder physical library vs a "storefront" will be a major positive both for Community access and addressing diversity issues.

I spent considerable time reviewing the American Library Association website. My takeaway--the Library staff and Commissioners have a good grasp of best practices.

6. Provide some specific suggestions that would improve the library's service to diverse populations. *

I have had some experience with diverse populations at the Library--through BoulderReads and the homeless who frequent the Library(many are known to me through the Bridge House).
I recognize the Library occasionally has programs to serve the Hispanic Community--we should increase the breath and depth of these programs.
The staff at BouilderReads has a good grasp of diversity in Boulder--they should participate in planning general Library programs.
Partnering with organizations such as Intercambio will be beneficial.
The foreign language section in the adult area, especially Spanish is modest and can be enlarged. The Spanish section in the Children's library is far more extensive.

7. Do you foresee any conflicts of interest with the Boulder Public Library or the Library Commission? *

I do not foresee any conflicts. While I have developed relationships with many of the Library staff I know my objectivity will not be impacted.

As a CPA I developed relationships with senior executives/ owners. The responsibility to be independent and maintain the public trust was always paramount.
On 2 occasions client/friends were convicted of embezzlement as a result of the efforts of my staff and me.

I view the role as a Library Commissioner to also embody the public trust

Pleasesee the Library Commission Job Description for more details.

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

LIBRARY COMMISSION

Annual Application - 2016

The Library Commission consists of five members appointed by City Council, each to five-year terms. The Commission was established in the City Charter in 1917 to provide consultation and make recommendations to Library staff and Council on the management of Boulder's public libraries and information services.

Staff Liaison: Carrie Mills (303)441-3106

Meetings are held the first Wednesday of the month at 6:00 PM at one of the library facilities.

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

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

Date
02/17/16

First Name *
Juana

Last Name *
Gomez

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-971-6989

Work Phone (?)
303-499-9505

E-mail Address *
juana@lawrenceandgomez.com

Occupation
architect

Place of Employment/Retired
Lawrence and Gomez Architects

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/30/1988

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. Why do you want to serve on the library commission? *

In the last few weeks I attended a Commission monthly meeting. The dynamic of the group was constructive as they discussed a wide range of issues. As I listened, I felt that I could be a good contributor to the group and to the upcoming BPL Master Plan effort. It would be exciting to participate in shaping the new role of public libraries as these expand in response to technology and changing demographics. Our main library's location and status as a community anchor need to be maintained and enhanced within the Civic Area redevelopment. My background as a practicing architect, having raised a family in Boulder, and having grown up in Latin America without public libraries could bring a useful perspective to the Commissions' discussions.

2. What qualifications, skill sets, and experiences related to advising or decision-making do you have that are relevant to this position? *

I have served on many boards and committees, some related to my profession as an architect:

Development Fees Working Group, City of Boulder 2016

CIPC – Capital Improvement Planning Committee of the Boulder Valley School District, 2013-'14, Innovation sub-committee; $576.5 million bond, 62 projects

CBOC – Citizens' Bond Oversight Committee BVSD, 2009-'12 Chairperson 2011-'12, $298 million bond, projects including LEED Platinum Casey MS

American Institute of Architects Colorado Board of Directors 1994, 1995

Colorado Yale Assoc. (Board of Directors 1992, National Delegate 1992-1995)

Boulder County Arts Alliance, Board of Directors 1999-2003

University of Colorado Foundation, Inc., Board of Directors 1997

Alumni Association of CU-Denver (President '96, VP '95, Board '92-'96)

3. Describe an experience where you have worked to develop consensus in an advisory or decision-making role. *

In the CIPC group of the School District there was often discussion about the need for student security versus its cost and the desire for student privacy. People with experience in several aspects of these issues spoke to the group. Committee members and staff were asked to propose solutions. Participants felt their input was carefully considered after each idea was presented and discussed by the group.

4. As many libraries are reinventing themselves, what are your ideas to innovate and improve library services, materials access, and cultural programming for the 21st century? *

Mobile library cart/van/bus to underserved neighborhoods, rec centers, summer activities

Intergenerational programs (elder/teenage pen pals, teens teaching tech to elders, elders teaching teens how to write thank you notes and such)

5. How will you manage the public's priorities for the library with the tradeoffs of budget, operational, technological and physical constraints? *

In my profession as an architect it is part of my daily work to manage expectations and wish lists with budget, technology, and regulations. Each situation at the library will be different and I would commit to studying the materials of every case in order to suggest an outcome.

6. Provide some specific suggestions that would improve the library's service to diverse populations. *

Increase activities geared to families, not just for parents with preschool children, but include grandparents and teens.

Consider adding a mobile library cart/van/bus to visit under-served populations who might not have the familiarity with free public libraries in their countries of origin.

Have workshops where people write each other's life stories on the computer, in longhand script, or on video.

7. Do you foresee any conflicts of interest with the Boulder Public Library or the Library Commission? *

I do not foresee any conflicts of interest with the Commission.

Pleasesee the Library Commission Job Description for more details.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/18/16

The Open Space Board of Trustees consists of five members appointed by City Council, each to five-year terms. The Board makes recommendations to City Council and staff on the acquisition and management of open space recreational facilities.

Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

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

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

First Name *
Alex

Last Name *
Medler

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80305

Country
United States

Best phone number where you can be reached

Home Phone (?)
720-635-8329

Mobile Phone (?)
720-635-8329

Work Phone (?)
720-635-8329

E-mail Address *
alexlmedler@gmail.com

Occupation
Education Policy Consultant, Senior Director

Place of Employment/Retired
National Charter School Resource Center (and various consulting clients)

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

7/5/1992

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Ph.d. in Political Science, emphasis public policy and American politics. 25+ years work in public policy, at the local, state and federal level. I have founded national organizations, and served on and chaired boards of national and state-level organizations. I have conducted public policy under Colorado's sunshine laws, and facilitated the input and consideration of complicated policy issues by stakeholders and citizens. Specifically, I chaired the board of a state-wide education entity in Colorado, the Colorado Charter School Institute; as well as several state-level boards and commissions working on specific tasks, including a state commission to establish standards and ethics of charter schools and charter school authorizers, and the oversight of online schools. I have founded and chair the board of a national group, the National Center for Special Education in Charter Schools; and served on the board of the National Association of Charter School Authorizers. The charter school sector is highly contested, high-stakes arena with fierce issues. I have strived for a principles role that serves children well and fulfills public obligations while seeking to build support and urgency for necessary change that includes many diverse voices and interests. I have served in leadership positions in non-profits, with budgets over $7 million per year. I have worked with data-oriented groups, to address a variety public policy issues, including education, early childhood education, health, poverty reduction, and the environmental clean-up of Department of Energy Weapons sites, like Rocky Flats.

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

I have lived in Boulder since 1992 (excepting 1997-2001), and enjoyed the open space and mountain parks throughout that time. I have observed the evolution of the users and issues, including conflicts between dog owners and various recreational activities. I believe in a pragmatic approach that emphasizes listening to the interests of stakeholders and striving to balance interests that may be in conflict. Through my professional work, I focus on data, evidence, and a deep exploration of the public interest and goals of public institutions. I believe highly-charged debates have generally masked what we must remember is an amazing community resource that must be protected and led with intentional stewardship. I support multiple goals, and believe that Boulder must respond to the current and future pressures, as well as historical commitments. We cannot let our conflicts erode the basic core of support for the entire institution. Open space should be a thing we all celebrate in our own ways, not the thing we fight as out the most as a city.

I have many friends and relatives that have worked in open space, including a daughter who served as a junior ranger last year, a brother who was a ranger in the early 90's. Personally, I am a former rock climber, hiker, and bicyclist. I dabble in all these things, but am increasingly challenged by arthritis to remain active. I am a current dog owner, and a slightly disabled person with arthritis who likes to walk, sit, contemplate and enjoy open space in my own quiet and slow-moving ways. I especially enjoy contemplative activity like sitting in the hills and time-lapse photography. I want to support all sorts of users, while protecting the beautiful and biologically rich environment. I also want to support my friends and neighbors who want to actively enjoy this resource, while building and maintaining the political support to continue to fund this amazing resource. I also appreciate its utility as a buffer to environmental threats like wild-land fire. My own experiences include a desire to manage all these competing forces in a way that builds community rather than enhances division, while fostering widespread support for the institution. There are few simple solutions, and even fewer illegitimate voices. I would be honored to bring my governing, leadership, and facilitation skills to this challenge to build a stronger legacy for my children and neighbors.

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

ll work in children's policy, including education reform and charter school areas. Throughout my entire career, I have frequently dealt with high-stakes conflicts over public resources and institutions. I have negotiated solutions among stakeholders in many issues, including in scores of state laws, in federal policy, and on boards and commissions in Colorado.

I believe in approaching problematic situations by allowing voices and perspectives to be heard, and to ensure stakeholders are always confident that what they wanted to communicate was heard and understood. It is not always appropriate to act on or provide a privileged role to all interests that seek to influence an outcome, but there is an obligation to honor those who want to raise their issues. \
I generally find that it helps to focus on the initial goals and obligations of a public institution, like schools helping children learn and serving all children in my education work. I also believe in anchoring decisions in empirical data and the observation of valued outcomes. However, the most important lens is a forward looking perspective, that includes both immediate challenges and long-term stewardship of the public interest. I believe similar approaches are absolutely appropriate and necessary as Boulder manages its natural resources and shared space. I am a skilled member and leader of boards, and a facilitator of problem-solving groups.

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

I am aware of no conflicts of interest other than a 15 year old daughter who hopes to serve as a junior ranger again, and a 13 year old son who hopes to do so as well eventually. I would seek advice on how to handle this potential conflict.
I have dealt with boards and related issues of conflicts of interest throughout my career. I have helped other groups work on state-wide standards to address conflicts and ethical behavior. I have also chaired state-wide commissions and task forces in Colorado, and dealt with colleagues on boards, contractors, and stakeholders that created real and perceived conflicts. I believe it is a very important responsibility of public governance to address these issues seriously. I have experience with the trickier aspects in other settings. I value legal counsel when necessary, transparency by default, the avoidance of conflicts that are real or perceived. I also recognize that experts and stakeholders with interests in policy issues are often legitimate players whose perspectives, input and expertise can be helpful and important to fully understanding an issue. This is an issue that is sometimes treated simplistically. If handled too casually it can be a terrible harm to public interests. If treated too simplistically it can actually create situations that make it difficult to fully understand what is in the public interest.

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

The primary objective I see is balancing all the other interests sufficiently to guarantee long-term and widespread support for open space and mountain parks. The issues that lead to conflict in the management and acquisition must be managed in a way that leads to a higher and more committed levels of public support, including future efforts to raise funding for maintenance and acquisition. My biggest goal would be to seek solutions to long-term conflicts and sources of disagreement that could lead to people in the community dropping their support for the institution. I believe this does not mean a particular solution to the regular conflicts and issues, but instead an orientation to seek community engagement and build support that does not exacerbate the tensions and conflicts or the animosity among the various parties. (I know that sounds optimistic, but it is a reasonable philosophy to bring to these issues.)
In terms of change, I want to ensure:
1. Casual users, like people who walk with children or who want to sit and calmly enjoy our open space should be treated as serious "users." I would advocate we add more attention to designing places for one or two people to sit at beautiful spots along our trails, along with all the other thought that goes into trail design.
2. As Boulder ages, I believe more users like me will have various levels of mobility impairments. This will increase the importance of more access points, and accessible trails. I know this is already a strong aspect of the management, but I would add attention to these areas.
3. While I believe we should allow users who may have limited mobility, I also I believe we should not be afraid of users who hurt themselves. Given the users who risk life and limb to enjoy climbing and biking, or boating in Boulder, the closure of trails that produce broken bones and ankles due to trail condition is sometimes an odd exception to the cities other more permissive "risks". If we can have a Valmont Bike Park with parallel downhill jumps, and a concrete skate park, I think hikers can be allowed to hop over a ditch after a flood. I would pursue state-level policy change to reduce long-term financial risk, similar to protections of ski resorts.
4. I believe that we must safeguard the use of our public parks and resources for parents and children. I believe strategies to prevent smoking and camping are effective at reducing use of open space as a haven for drug-use or other problematic social behavior. I support continued exploration of policy that create an environment where parents will feel it is safe to bring small children, and where the children themselves can use open space alone and unsupervised.
5. I would encourage children to use the trail system. I would promote a system of recognition to help kids and families use the resources. Perhaps something like badges and recognition for achievements for young users. For example, children's groups or individual families, should be encouraged to walk or bike all the appropriate trails in a year, or get 50 miles in a year, or 10 a month, with incentives and strategies that encourage regular use by children and families. I consider it a shame that youth groups of all sorts, would not consider it a primary challenge to get kids out and using all these trails. Technology to track personal use, and map access, or encourage use of new trails, should be a priority to make sure families understand how they can use this valuable resource. I know there are already many strategies to promote this sort of thing, so I would build off of things like our mascots, interpretive facilities at community events, etc. and try to find new ways to keep kids excited about walking and biking or climbing with their families and friends.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

I believe purchases should be prioritized according to strategies that safeguard long-term, and widespread community support of the institution. This likely requires an evolving approach that allows change over time to reflect community input and values, rather than a single decision made and used too long.

That said, I believe a key strategy to facilitate widespread use and appreciation, which should not counter conservation goals is to increase access points that can be reached by foot or bicycle, so more people can use open space regularly without using cars, and so that children and families can access easily.

I also support the intentional creation of buffers to protect the city from the catastrophic effects of rare events exacerbated by climate change: like flood and fire.

I believe trail access and use must remain priorities, along with the historical need for conservation.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I support a balanced approach to use that maximizes public support for the institution in the long-term. That will likely require flexibility over time, and a mixed approach. I think we should be inclusive, data-based, and thinking about things in the long-term.

We should support casual users, as well as the adrenaline crowd. I support more places to sit and enjoy the view, to meditate, to take a picture.

I believe generally that access should not be limited unless it furthers institutional goals and commitments.

We should support users who do not damage the resource, or undermine its enjoyment by others. We should find ways to help the city residents celebrate, rather than fight over, our conservation achievements and wild-life and ecosystem protections.

I also believe we should not overly protect users from themselves when they want to use the resources. For example, when floods damage trails, it is one thing to resist use that further damages the area. But we should not prevent people who want to risk hoping over a ditch from breaking their ankle, when they are likely hiking to the third flat iron to free solo up a thousand feet of rock. Open space has been overly restrictive in a city with bike parks with jumps, concrete skate parks, and incredible rock climbing. To protect hikers from damaged hiking trails is silly. Rather let them see the destructive power of nature, unless they are themselves being destructive.

I think we need data to understand the utilization for agricultural purposes, and to consider the benefits versus use. I am not sure the current balance is correct, given the numbers of people seeking recreation, and the other outcomes we value that come from the agricultural use. This could be an area for evolution in the long-term strategy.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I think access to trail heads is a primary short-coming of the current system. More people should be able to have more local access points. Southern neighborhoods in particular are divided to create incentives to drive to trail heads, when foot traffic in communities should be encouraged, rather than vehicle traffic incentivized. I believe a small number of home owners (with admittedly great property and wealth) are restricting access to the amenity we collectively subsidize. We should be willing to let people gain access throughout the community, even if rich people don't like other people walking through their neighborhood to get there.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I do not belong to any.

I have friends in all sorts of groups whom I appreciate and respect.

I enjoy the beer at the mountain bikers events, I have kids who climb with local clubs and teams, I smile at the dog owners who control their friends, and get really tired of the ones whose pets jump up on me or threaten my own dog.

That said, I think the goal is to manage these issues in a way that builds, rather than erodes, community support for the institution. We should expect, and model, civil and candid dialogue and communication, make use of data, share our values and hopes, and find ways to work toward long-term solutions.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/17/16

The Open Space Board of Trustees consists of five members appointed by City Council, each to five-year terms. The Board makes recommendations to City Council and staff on the acquisition and management of open space recreational facilities.

Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

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

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

First Name *
Beth

Last Name *
Bennett

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

Street Address

Address Line 2

City
BOULDER

State / Province / Region
CO

Postal / Zip Code
80305

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-588-0226

Work Phone (?)

E-mail Address *
jerzita@gmail.com

Occupation
Instructor

Place of Employment/Retired
University of Colorado Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/1974

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a strong background in both ecology and recreation - this duality, coupled with a diverse professional experience gives me a unique perspective for the Open Space Board:

B.A. Duke University, Zoology, Summa cum laude 1977
M.A University of Colorado Boulder, Wildlife and Behavioral Biology
Ph.D. University of Colorado Boulder, Behavioral and Ecological Genetics

25 years genetic research (CU Boulder, Health Sciences Center Anschutz) (1989-2014)
managed large (>$1 million annual) research budgets
wrote successful grant applications (NIH, VA)
oversaw large (10-15) staff
wrote numerous scientific (peer-reviewed) papers
25 years Instructor various biology courses (CU Boulder, Division of Continuing Education) (1988-present)

10 years ACE board (Action Committee for Eldorado- http://www.aceeldo.org/) (2002-2015); ACE is a local climbing organization (LCO) established in 1992; advises State Park to preserve and protect the climbing resources in Eldorado Canyon by communicating with climbers; ACE also manages climbing and trail clean up projects, and puts on fund-raising efforts
10 years Outward Bound instructor (1977-1986)
5 years Instructor, Rocky Mountain Nature Association (1991-1996) insect identification and ecology

Field ecology work
1. Nature Conservancy assessment of ground nesting bees at White Rocks (1985)
2. Field research on rare plant species, with Natural Science Associates
3. Taxonomic identification of invertebrate diversity at Rocky Flats for Stoller & Associates (1991-1992)
4. Field assessment of status of rare butterfly; Cherry Creek State Park; Denver, CO (1993)

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

Since moving to Boulder in 1974 I have climbed, biked, run, skied (with and without dogs) and simply treasured the “endless forms most beautiful” found in our Open Space. I have attended city council meetings in which oversight of the Board was addressed in the context of various issues (post-flood trail openings, climbing bolts, dogs) and have spoken with current and past members about the philosophy and actions of the Board.

I sympathize and connect with both sides of the recreation/conservation debates regarding the future of Open Space. My personal and professional experiences in ecology and conservation connect me to the conservation side; my longstanding use of Boulder Open Space connects me to the recreationalist arguments. My experience in education, where clear communication is critical, and my role in a land conservation organization (ACE), support my ability to bring balance and logical discussion to this important issue.

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

During my 10+ years on the ACE board (Action Committee for Eldorado) there has been ongoing conflict between two sub-cultures of the climbing community. This conflict is of interest in the OSMP arena as the Boulder climbing community is a substantial set of users. Specifically, one group resists replacement of existing 'fixed protection' whereas the second group supports the use of permanent bolts.
Conflict resolution in this dispute is difficult because both sides perceive their stance as reasoned and moral- a typical perception in the environmental movement. My approach is twofold: first, clear communication of the costs/benefits of each action (and appreciation of the argument of each side); second, clear and non-judgmental assessment from my perspective (but inclusive of public feedback). As public lands (like Eldorado Canyon and Boulder Open Space) are the chartered for both protection and recreation, it is critical to solicit and incorporate feedback. I have voted both for and against bolting, depending on the nature of the area in which bolts are proposed: sensitive areas should be preserved in a more pristine state than areas which have been developed in the past.

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

Personally, I have no potential conflicts of interest of which I am aware. I do understand that potential conflicts may arise e.g. a personal or professional relationship which might influence my decision on an OS issue. In such a case I would disclose the conflict at the least.

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

There are a number of challenges in the next few years for the Board, in addition to the usual ones of managing existing lands and trails. Specifically, I see these as managing and implementing the decisions made this year for the North TSA, and revising the Visitor Master Plan.

Because of my background as a data-driven scientist, I would apply this to any discussion of policy. For example, I would like to see clear evidence supporting decisions on strategies involving e.g.

1. bird closures: in Eldorado, all prior nesting sites were closed but evaluated through the season and if no nests were established the area was opened early;
2. trail closures: apply a similar metric, collecting and analyzing use data; sensitive areas should be weighted so as to minimize use perhaps by a permit system;
3. additionally, data on trail use could be used to focus visitation on less sensitive and/or less visited sites.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

As parcels come available unpredictably, prioritizing is a bit unrealistic. I believe each acquisition should be evaluated for its cost:benefit ratio looking at market value, conservation value, recreation potential, etc. If a parcel is evaluated as too costly, don't buy it!

Acquisitions allowing linkups of existing trails should be a high priority as linkups disproportionately expand the use of limited resources such as trails. A further priority should be partnering with other land managers (e.g. the County) when possible to make purchases.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Even without the 2013 floods, there is a huge backlog on maintenance projects. There are still projects from the West TSA (for example, the Saddle Rock trail and the Chautauqua meadow trails) that have not been touched. So one priority is to accelerate maintenance projects and try to get caught up. A second management priority is evaluating access to some OS parcels e.g. the HCAs. This will be a big part of the new VMP. I endorse such a policy, in which some areas of the system have access limited perhaps by on-trail use only or by permits. An example of this type of policy that I would like to see expanded is the muddy trail closure. This is a great example of using data (most trail damage is done on a few muddy days) to inform policy to protect a resource. We should be using data, which I imagine is being collected, on effects like erosion and social trails to prioritize limits on trail use also.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I have looked at a number of studies assessing the role of trails and roads on disturbance (assessed using several quantitative variables such as presence of indicator species, reproductive success, etc), which decreased with increasing distance from trails in mule deer, numerous bird species and wolves. So we want to limit access, possibly on a seasonal basis (or on-trail vs. off-trail) depending on the species present and their sensitivity, as some are more easily disturbed and some disturbances have more profound effects (eg by limiting reproductive success).

An additional implication is that areas in OS that are further away from existing trails/roads are better candidates for preservation. My opinion based on these studies (and common sense) is that we have to balance the recreational trail use with major effects on sensitive flora and fauna. One final point is that off-leash dogs have a greater disturbance than either people on or off trail or leashed dogs. The conclusion is that dog policies should be determined in part by wildlife impact considerations.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

Over the years I have belonged to numerous conservation and environmental organizations (e.g. ACE, Access Fund, Audubon, Boulder Climbing Coalition, Ecological Society of America, Nature Conservancy, Sierra Club). I subscribe to and support these organizations because they reflect my philosophies about the environment. If there were any possible conflict I would of course resign from any role in these organizations.

As I explained at some length in #3 above, I think the best way to resolve conflicts is to give each group an opportunity to identify its views and goals, provide positive support for some when possible, and communicate consensus feedback from the Board.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/18/16

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Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

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

First Name *
Bradley

Last Name *
Fontanese

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

Street Address

Address Line 2
#22

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-819-4137

Work Phone (?)
303-999-6963

E-mail Address *
fontanese@gmail.com

Occupation
Network Systems Administrator

Place of Employment/Retired
Pearson

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/1/1988

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I hold a bachelor's degree from the University of Colorado at Boulder in environmental studies/policy and a minor in atmosphere and ocean climatology. While a student, I ran the CU chapter of the Student Environmental Action Coalition, a group dedicated to working together to protect the environment and bring awareness to the sustainability movement. I was particularly drawn to environmental policy and climatology and how these topics are central to protecting our natural resources for various uses, primarily conservation.

In my current job as a network systems administrator for a software company, I am constantly learning new technologies, techniques, and skills to keep a competitive edge and meet the needs of our customers and my colleagues. My experience in this field gives me insight into dealing with companies like Google and tech-types should OSMP forge partnerships in the future. I think analytically, retain knowledge of a wide breadth of subjects, and understand multiple stakeholder positions. Together, these skills allow me to approach a problem or issue in a balanced and effective manner.

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

I applied to the Open Space Board of Trustees two years ago, when I was 25. It was an exciting experience and I valued the opportunity to interview with the City Council and then-current Board members. The process helped me to understand what skills would help contribute to the Board, and it was a great learning experience.

I am a Boulder native and a long time supporter of OSMP. What I love most about living in Boulder is the convenient access to Open Spaces and, more importantly, what those spaces mean for our community now and long into the future. The Open Spaces are a treasure that we must to protect to ensure that future generations have this legacy to experience.

One experience in particular stands out. I was interning with the Wild Bear Mountain Ecology Center in Nederland and I got to take young ones on adventures in some of Boulder County's Open Spaces. Near Mud Lake, a group of kids saw a moose and its calf for the first time. These at-a-distance wildlife encounters are a unique part of getting to live in Boulder. Protecting and preserving the habitats that these charismatic mega-fauna share with the beautiful endemic flora are a part of the City Charter and mission statement of OSMP.

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

Group conflict situations are always tricky, especially in the software world. Customer needs, security team constraints, finance realities, managerial edicts and developer abilities all come into play in a typical disagreement. Cooperating and coming to agreement with five disparate groups that all speak different languages is a tough but necessary task and occurs frequently in my work life.

First, I make sure that everyone acknowledges the conflict and then work to understand the essential requirements—those mandated by statute or contractual agreements, making sure that all the parties at the table recognize where we have conflict, what our limitations are, and what goals need to be met.

After acknowledging points of contention, it is important to create an open forum for discussion about how each party may be impacted. Understanding what the conflict means to each party is central to relating one group to another and helps ensure that a cooperative process to meet our collective goals can take place. Bringing people together to clarify their positions often has a big impact on resolving the conflict.

Exploring the particulars of each position and the reasons why each group holds particular views allows stakeholders to grasp the complexities of the situation and approach solving the problem at hand collectively and respectfully. I am good at mediating contentious situations.

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

I do not have any potential conflicts of interest and I have no affiliation with any groups that may bias my decision making process.

It seems these days that it is not uncommon in politically charged environments for decision makers to be influenced by external forces. I feel that the mission of the Open Space program is not to answer to these forces, but to remain true to the ideals and values set forth in the charter and to honor the history of the program.

Potential or perceived conflicts of interest (such as, owning property abutting Open Space, or having a spouse that is a land developer with desires to develop land in the area) should be handled openly with objectivity and transparency. The facts should be discussed and concerns about them should be taken into account.

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

The greatest challenges facing the Open Space Board of Trustees are finding a balance between the needs of the major groups of people in the community participating in the sport of biking, equestrian pursuits, hiking, and dog walking with the natural ecology of the lands in the face of increased visitors and development pressure as well as sustaining and fostering respect for conservation while still meeting the needs of the various participant groups.

With the number of visitors/tourists in Boulder County projected to vastly increase in the near future, we are faced with rapidly evolving challenges that will no doubt be difficult to work through. Rocky Mountain National Park has a current average of 2.5 million visitors to their system, while we are anticipating that by 2020 we could have 4 million visitors to the OSMP system. Boulder has long been a model for communities across the country. We must act decisively to put in place robust best-practice land management techniques to ensure that the legacy of the Open Space program's central tenet to conserve, restore, and protect the natural areas for the current and future generations is successful. We must work together with the City and the community to reach compromises that allow visitors to have experiences that do not jeopardize the overall health of the ecosystems, meet the needs of the community at large, and lay a foundation for long term success. Proposed projects should be reviewed with the charter goals in mind and focus on the potential environmental impacts posed.

Vital to the long term success of the OSMP program is creating an atmosphere of cooperation and outreach with the community to encourage understanding of the unique properties that we have here in Boulder. Having respect for nature and sustainability does not have to be at odds with recreational uses on many of our lands. A sense of shared responsibility for the whole portfolio of the properties among the community can lead to better outcomes for both conservation and recreation. In addition, finding ways to make information readily accessible to various groups about which properties meet their needs and which are best suited for other activities is something that OSMP could investigate. For example, by partnering with the technology community in Boulder to provide more real-time data on trail and congestion conditions. Partnerships with other City and County departments or companies in town also should be considered to make the best use of available resources.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

In considering open space purchases, it is important to recognize that all of the land types listed above provide different benefits for various groups of people, animals, and plants. Buffer areas, tributaries, key migratory paths, and high quality native ecosystems should always be purchased if available. Each purchase should be individually considered for what it brings to the overall portfolio and also what the ongoing maintenance costs would mean to the operating budget of the department.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I think that the Open Space Board of Trustees has a responsibility to uphold the charter goals to preserve, protect, and restore natural ecosystems first and foremost. Recreational use that does not irreparably impact the natural aspects of OSMP lands contributes to the community's support of the program. Providing adequate access to lands owned by the public trust is vital to maintaining public support. However, there are still many circumstances in which access to OSMP lands needs to be limited or barred, including but not limited to; seasonal nesting or rearing activities, natural disaster recovery efforts, agricultural activities and public safety concerns. Communicating these potential limitations and closures clearly and well in advance using language that does not alienate any one participant group is vital to minimizing conflicts that may arise. Placing descriptive and educational signage or placing staff in key areas initially to answer visitor inquiries during peak hours would go a long way to support a deeper understanding and acceptance of closures.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

This is a tough balance. On one hand, it can be a wonderful experience to be on open space lands and have an unexpected nature encounter from a distance. When friends visit from out of town, they are amazed to see one of our endangered raptor species or a marmot scurrying along Mount Sanitas. While these experiences can leave a lasting impression on children and adults alike, there are important safety consequences for both humans and non-humans that need to be considered. Above all, the natural behaviors and habitats of the endemic species need to be protected from human intervention or disruption. Seasonal closures (e.g Mallory Cave) with informative signs to clearly communicate the reasons for closures, with enforcement providing the necessary reinforcement for infractions, are necessary to protect many endangered species. OSMP staff informing visitors of more localized closures is another tactic that could work well, thereby allowing visitors to interact with rangers and ask questions they may have. Also, we could improve the signage to offer visitors an alternative or two to a closed area. Keeping the trail closures website up to date or working with a partner to offer interactive tools for visitors to understand which areas are currently open could go a long way to improve the experience on Open Space. It can be a turn off for people, particularly new comers, if a closure turns them back to their car because they cannot access information about alternate hikes in the area easily.

When use impacts the agricultural lands and activities on OSMP properties, it is important to recognize that the impact is to someone's livelihood. In these cases, access during critical times should be limited to minimize the potential disruption if the lands can be accessible during other times of the year. Working together with the public and stakeholders to quantify and understand the potential impacts could go a long way to make access limitation more palatable.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I am a hiker, photographer, and I have a companion that participates in the Voice and Sight program. I have been associated with the GLS section of the Rocky Mountain Chapter of the Sierra Club. I know many people who belong to other groups and the common thread that all these groups have is that they have a strong sense of value when it comes to Boulder Open Space and Mountain Parks land. I think that recognizing our commonalities, working to understand why we hold the opinions we do, and striving to cooperate with each other will help to ensure that the Boulder Open Space and Mountain Parks lands remain a lasting legacy for the future.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/16/16

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Staff Liaison: Cecil Fenio (720)564-2005

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

First Name *
Brent

Last Name *
Johnson

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-442-0781

Mobile Phone (?)
303-601-4442

Work Phone (?)

E-mail Address *
brentjohnson.6411@gmail.com

Occupation
Food Manufacturing Consultant

Place of Employment/Retired
self employed

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

11/18/2009

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a B.S. in Grain Science and a Masters in Agribusiness. I also have been a certified pesticide applicator in the past. I've served on the allocation committee for the UNITED WAY. Served as past chairman of the International Association of Operative Millers Central District. I am a member of Naturally Boulder and care about growing local food on open space areas. I've had a career of over 30 years in the Food Processing Industry, adding value to agricultural products.

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

In the recent past, I've participated in workshops with City/County (Boulder) Open Space and area farmers with regard to crop selection for planting on Open Space areas. I've also attended a program facilitated by the USDA concerning Organic Certification. I've followed the debate on the planting of GMO crops on Open Space areas as well as concerns over recreational uses of these vitally important areas. I believe having an Open Space Board of diverse individuals that could lend a sensible approach to the agricultural and recreational uses for these areas is vital to the current concerns and issues.

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

In my organizational leadership positions, I have found that it is essential for an effective team to share and commit to a high level of trust amongst members to where they can engage in an unfiltered and passionate debate of ideas rather than guarded and veiled discussions around issues. There has to be commitment to make forward progress on board issues as well as accountability of tasks that confront the team. Finally, there has to be a focus on detailed TEAM objectives and achievements to measure the boards success.

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

I can't really think of any "conflicts of interest" I might have with respect to the work of this board. I often have my dog with me when I am out enjoying the City's Open Spaces, and I have made a living by producing natural and organic food products. While these things could be perceived as conflicts of interest, I believe I am a good listener. I would carefully weigh all aspects of a situation before making any decisions on situations that come before the board.

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

The Rocky Mountain Greenway Trail Initiative will provide worthwhile challenges to the Board of Trustees as well as other City Boards. This is a wonderful opportunity that could someday turn into a Appalachian Trail or Pacific Crest Trail.

Further flood recovery and prevention measures will be important to the Board of Trustees. Agricultural Resource Management Plans to ensure good use of these areas will be important.

It will be important to consider all the details with Habitat Conservation Areas to protect these areas and at the same time maintain access to OSMP for recreation.

Decisions regarding additional purchases of OSMP land will be important. I feel it is important to fill in gaps and promote continuity within Open Space areas, but additional properties should be considered carefully.

At this time, I don't know of any policy changes I would like to see as a member of the board. I would listen to OSMP constituents issues and concerns and work with the Board of Trustees to find a fair and equitable solution.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

I think it would make sense to purchase further open space land when it becomes available for sale to fill in any gaps in our current OSMP properties or to ensure properties adjacent to current OSMP do not become a detriment to the Open Space program. As it is now, it would be for varied use.....trails, native ecosystems, agricultural land. The addition of further mountain backdrop property would be wonderful.

I think purchasing Open Space for agricultural use is beneficial to the City of Boulder as well as to farmers. It protects our agrarian heritage and encourages production of local foods and agricultural products.

I would not purchase open space just to increase the amount of open space the City of Boulder has. Purchases would need to be discussed and thoughtfully considered. I believe there is a lot of potential with the areas the City Currently owns.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I would be a proponent of managing both the native ecosystems as well as agricultural areas. For native ecosystem areas, I would have a strong program for trail maintenance and erosion control. I would promote plantings of native species of plants and gathering of native plant seeds to accomplish this. I would encourage wildlife populations and work to maintain them at healthy and safe levels for coexistence with humans. As far as limiting access to portions of Open Space, I would minimize any periods of limited use. I realize the importance people place on access to OSMP areas. There would be times access would be limited due to breeding season of raptors and other species. There would be times trails may have to be detoured in order to re-vegetate or trails may need to be closed or detoured for maintenance and improvements.

In the case of agricultural areas, I would be an advocate of organic/non-gmo crops. I would consider exceptions to this when there are not concerns with broad applications of pesticides or other chemicals. There would have to be a plan acceptable to the Trustees on this. As with native ecosystem areas, erosion control would be important. Functional gates and fencing for accessibility would be important for both tenants and recreational users of OSMP.

For grazing areas it would be important to guard against over grazing by using rotational methods that would be adjusted by precipitation and environmental conditions.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I would consider trail closure during critical life phases of wildlife (breeding season) in areas where wildlife population is evident. This would apply with trail maintenance or re-vegetating areas as well. If a detour or alternate trail is feasible, areas could stay open. Communication via signs at the OSMP area would be important as well as on the City of Boulder website to educate and inform people.

For agricultural areas, it would be important to have functional gates and fences. Good communication with tenants and recreational users would be imperative as well.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I belong to Audobon and have worked on some conservation projects with them. I have also participated in some activities with the Nature Conservancy. I have an appreciation for minimizing invasive species of plants and promoting planting native species as much as possible. I believe it is important to create and preserve animal habitat to support healthy and safe wildlife populations.

I support recreational use of OSMP land as well as the conservation of these areas. The recreation is no longer enjoyable when areas are abused and over-used. I like the recreational aspects of OSMP areas. I would listen to whatever issues arise within recreational groups and work towards an equitable solution. I think the OSMP Board of Trustees has done a good job with increasing the rigor around the "voice and site tag program".

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/16/16

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Staff Liaison: Cecil Fenio (720)564-2005

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First Name *
Bridgette

Last Name *
Braig

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-444-0673

Mobile Phone (?)
303-444-0673

Work Phone (?)
303-444-0673

E-mail Address *
bridgette@braigconsulting.com

Occupation
Strategy and Insights Consultant

Place of Employment/Retired
Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

7/15/1996

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a Ph.D. in marketing from Northwestern. My early career focused on academic research and MBA and undergrad teaching. Although I still teach every few years, for the last 15 years, I have run my own strategy and insights consulting practice.

Relevant committee and board work:
- Past member of the Advisory Board for a Broomfield non profit that provides educational and life coaching assistance to former foster youth wanting to attend college
- Advisor to two digitally driven non profits (The National Campaign; www.thenationalcampaign.org and Global Kids, www.globalkids.org)
- University committee work when I was full time faculty at CU included work on the faculty recruiting committee and Doctoral Program committee
- Served for several years as a mentor and judge for the 10K Business Plan Competition at the University of Wyoming (and yes, I helped determine what businesses got the $10,000 worth of funding)

As for relevant skill sets, the biggest areas where I believe I can add value are in facilitating discussions and meetings to collect core insights/input and drive to decision-making. My job as a consultant requires running stakeholder discussions that need to result in action items all the time. I make a living collecting insights (thru primary and secondary research methods), interpreting what is often a very messy body of data, drawing inferences from what is never enough fully unbiased and perfectly collected information, making recommendations, and ultimately brokering a set of decisions through discussion.

I have also taught market research and statistics (as well as marketing strategy, brand positioning, and marketing communications) to MBAs and undergrads, so I have a firm grasp of what ideal and purely conceived and executed research looks like. Of equal, if not greater relevance though, is that as a consultant I have broad experience in making decisions even in the face of never-ideal data. I come to the task of joining the Board of Trustees believing that "we need more data" or "I don't have enough information" are not always acceptable responses. You have to know when it's worth the time and effort to collect more insights and when having 'more' won't actually impact the decision-making process. Certainty does not ever exist, but just as my clients face, even government agencies still have to make a call.

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

I have no direct experiences with the Board. However, I started attending some of the NTSA community sessions as well as one Comprehensive Plan session. I found all of them highly frustrating as both an Open Space user and as a strategy and insights professional who facilitates input-gathering discussions with great regularity. The methods for letting residents offer input felt clunky, artificial, and awkwardly orchestrated, which didn't give me great confidence that the input would be analyzed well nor fuel subsequent options and conversations. These experiences encouraged me to explore other avenues for city/county engagement. So here I am.

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

I worked on a project to re-brand an organization. The cast of characters involved had a broad mix of sophistication and domain knowledge of strategic brand positioning and messaging from full-on neophytes to seasoned professionals. As a result, there was a range of opinions (not all well-informed or strategically defensible) on things like the microsite url names, site functionality, look and feel, basic content, and more. My approach in resolving the differences was to start by reminding everyone of the foundational grounding, which was the agreed-upon initial strategy and then ask questions to focus attention and analysis on aligning the different options against the strategy. In my consulting practice, my primary role is always to develop strategic objectives and then consistently work to them. It's really just a variation on the classic approach of finding shared goals. In the instances I tend to face, the shared goals always speak to some expression of strategy. It's not difficult to imagine the analogue to the Board's work, which is grounded in a specific set of goals or subset of the OSMP Charter.

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

I don't have any potential conflicts of which I'm aware. It's not fully clear to me what sorts of conflicts could exist outside of membership in organizations that have a stake in OSMP decisions. I suppose I naively hope that some of that will get weeded out in the vetting process to even be named to the Board. Beyond that, I suppose you trust the Board to begin each topic or decision cycle with a pre-cursor discussion of what might constitute a conflict of interest to allow members to self-disclose. As a group, conversation should determine if it does indeed pose a risk to collective decision-making on the subject at hand. If the group fears bias, that member should bow out of the issue.

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

1. Polarization of entrenched camps, specifically the access advocates/recreationalists vs. the conservationists/naturalists. This has led to what feels like some of the worst acrimony I have seen in my nearly 20 years in Boulder.

2. Rising affluence of the city, which has bred an entitlement attitude. "My taxes paid for all this land, so I deserve to use it as I wish." (now get out of my way so I can ride my new fat bike on all that fresh snow)

I'm not sure if these observations imply a policy change so much as an acknowledgement that the Board must be prepared for even more passioned wars. This also implies (to the marketer in me) a need to communicate in multiple ways that Open Space is a privilege, not a right. Message content and ways of pushing that messaging must effectively and resonantly communicate the foundational goals and objectives of the Open Space Charter and clarify various access-related decisions. Messaging has to use these goals and objectives to serve as a backstop for defining and resolving conflict.

I have no policy agenda. If the intent of this question is to determine if I personally fall into the access advocacy or naturalist camp, I can't answer it. I don't belong in either. Without a policy hammer in search of a nail, all I bring is my belief that vocal factionalism has gotten so loud that personal passions seem to drive use consideration discussions, which renders them all but intractable. Without a baseline set of goals, guiding principles, or whatever you want to call them, clearly articulated and embraced by all parties, conversations devolve to pitting opinion against opinion. I believe conversations are more constructive when they're about evaluating options and ideas on how well they achieve objectives.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

Excellent question. But, I'm not sure it can be answered in isolation from the broader, highly challenging housing and growth (residential and commercial) issues facing the city. For example, in-city parcels, while potentially adding to quality of life, put upward pressure on already onerous housing costs. Prioritization against this full list, to my mind, requires coordinating against the still-in-revision BVCP and more topical short-term housing impacts of the pending Google influx.

That said, one of my biggest concerns is preservation of water resources, which I view as one of the most pressing issues in the West in terms of economic viability (including agriculture), public safety, and quality of life. I'm not sure this shifts my view on acquisition priorities, but it serves as a filter for evaluating options and opportunities.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Questions 7 + 8 feel very similar.

Balance is my admittedly trite guiding principle. I can already hear complaints from both factions about the vagueness of the term. But, I believe all constituencies deserve to have a say, meaning giving them the opportunity to make their case by using logic at a minimum, but preferably supported by data/facts. In terms of how to achieve balance, it comes down to making tradeoffs against objectives. This requires asking questions of OSMP staff, pushing for fact gathering as needed and active open listening to determine the best access- and use-related recommendations.

Open Space is not a static resource. It changes and evolves on its own with or without recreational use. So, I also believe in potential periods of use followed by extended closures as necessary to renew the resource. The best management recommendations cannot be set in stone. They have to be responsive and open to change as conditions dictate. Both the state of the land (e.g., documented deterioration) and usage demands or conflicts can and should prompt such reconsiderations.

Regardless of what the Board recommends, someone will always be unhappy as a result. I would rely on OSMP staff to provide data and an expert point of view from an ecology perspective, and then calibrate access and use from there. The starting point has to be the land itself (it's called Open Space for a reason), primarily because it can't attend community input sessions to speak for itself. However, I don't think the land necessarily has the last word, hence the belief that after listening to the voice for the space itself, the best management approach loosens the reins based on what the land can absorb given community desires.

It may not be a satisfying answer, but I don't have an agenda of my own. My priority is best use/non-use of the OSMP resource, managed across the vast range of properties, all informed by scrutiny of available data against big-picture objectives.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

It is unclear my answer to this is different from Q7. Q8 feels like a data-driven, inventory-related issue. As a scientist at heart (mostly social, but I have hard stats chops too), much of my value add here stems from my ability to ask question of both data (interpretation and inference drawing) and people to bottom line things. I believe defining the real problem through questioning helps build and test hypotheses that eventually reveal the most compelling options. I can't tell you where the line needs to be drawn around HCAs to limit or constrain access. Only a data-driven thought process can.

Once drawn or policies formulated, I also believe they must be effectively and clearly positioned to the public so the balanced benefit story makes sense and resonates with as many people as possible. Only then do you get buy in and behavioral compliance (and less incessant whining -- let's be straight up). Thinking like a marketer adds value in this positioning and communicating effort.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I have explored opportunities to contribute with a few organizations, and have met with FOBOS and one of the more vocal members of BATCO for several hours each. To be honest, I found both too extreme. Candidly, both groups have been at it for so long that discussions felt personal and frequently nasty. I don't fit in either faction.

At heart, I am a data-driven centrist (what a horribly bland phrase). But I come to this opportunity with a goal of making OSMP recommendations and decisions less personal and less angry. It's about managing the most amazing resource this city has.

How to resolve conflicts? -- It feels like the question asks for a solution without a specific problem presented, and as such, feels unanswerable. Conflicts will always exist. As I said earlier, someone is always going to be unhappy. And it's Boulder, so they will be loud about it too. Also as noted previously, my approach to conflict is always to move the discussion away from particulars and start with higher-order objectives or goals.

Endless public comments about "what I want" are not constructive inputs to informed decision making. The approach has to be to amass a full range of perspectives (NOTE: this is not the same thing as sheer number of anecdotes to somehow punctuate the significance of one perspective over another since public comments are necessarily qualitative in nature), and weigh each perspective's logics against the foundational goals for the issue in question.

Actual quant research (meaning representative sampling with a sample size large enough to draw inferences within the desire margin of error) also helps. I would surmise though, that when it comes to using public input to define and resolve user group conflict, quant is far less prevalent.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/18/16

The Open Space Board of Trustees consists of five members appointed by City Council, each to five-year terms. The Board makes recommendations to City Council and staff on the acquisition and management of open space recreational facilities.

Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

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

First Name *
Curt

Last Name *
Brown

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
US

Best phone number where you can be reached

Home Phone (?)
303-494-6871

Mobile Phone (?)
303-886-7083

Work Phone (?)

E-mail Address *
cbrown1902act@gmail.com

Occupation

Place of Employment/Retired
retired, Director of Research, US Bureau of Reclamation

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *
8/31/1975

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *
Unfortunately, due to long scheduled travel, the only interview date that I will be in town is March 10.

I have a PhD in Social Psychology with emphasis in decision/conflict analysis. I have 35 years in water resources planning, conflict management, and scientific research with the Bureau of Reclamation, Department of the Interior. Just prior to my last position as Director of Research, I directed the technical studies and public deliberation processes associated with the 3-state Platte River Endangered Species Recovery Program. I have wide experience in managing technical studies and public processes, working on highly political and conflict-ridden issues, development of major decision documents, inter-agency and Congressional coordination, development of training courses in public participation and conflict resolution, and guiding research to address important issues in the management of large scale infrastructure and related water and environmental resources.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *
Living in Boulder for 40 years, I have been a very active user of OSMP, including rock climbing, running, hiking, dog walking, birding, and wildflowering (my only claim to fame is recording the earliest bloom of Townsendia --- in the last week of November!) My interest in serving on the Board comes from the many benefits I have received, plus my long professional interest in resources management and public participation. My recent retirement means that I now have the time and energy to contribute to these issues for OSMP.

I am familiar with the Board and its work from discussions with current and past Board members along with observing Board meetings and participating in OSMP public meetings.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *
The most effective method of conflict resolution depends upon the underlying causes of the conflict, whether they are differences in values, an uneven distribution of costs and benefits across groups or interests, disagreement over the facts, basic interpersonal conflict, process disagreements, or a combination. I have been involved in the use of conflict management methods ranging from interpersonal mediation, to group facilitation, to joint fact-finding, to blue-ribbon scientific reviews, including two National Academy of Science reviews involving disputes over the Platte River and the Grand Canyon.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *
My entire professional career has been as a designer and convener of public processes and associated technical studies. I do not and have not represented any organization or interest group. I am not applying to OSMP as a spokesperson for any group but rather as someone who has spent many years implementing processes and studies that enable all public views to be heard and which provide high quality technical and scientific information that bears upon the public interest and the decisions that must be made.
I do not own property or any business interest that could be involved in any OSMP transaction. I believe that any such interests should be disclosed as a matter of course. I do not believe that such interests disqualify someone from serving on the Board, but may require both disclosure and recusal on specific matters.

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

I think that the OSMP mission, charter, and long range management policies provide a sound basis for guiding both acquisitions and resources management. However, the Department still faces a significant workload to implement remaining West TSA actions and complete the flood recovery efforts On top of this, the North TSA has the potential to create both an enormous additional workload and great public expectations for immediate action. There has been very little discussion about a realistic staging of North TSA actions and the relative priority of West versus North versus flood recovery efforts. Further, as recreational use of OSMP lands becomes more intense, the need for more intensive management and monitoring follows. Monitoring and adaptive management are not easy, quick, or cheap, and in face of increasing workload and user pressures, active management often suffers. OSMP needs to consider what balance of acquisition, planning, and active management is sustainable, paticularly as it implements the North TSA and considers launching the next TSA. There is great potential in the near term to create both workload and public expectations that far outstrip OSMP resources. All of this puts even greater importance on the revision of the Visitor Master Plan to (1) capture the current state of the OSMP trust, (2) define the present opportunities and challenges, (3) set realistic priorities for the next 10 years, and (4) translate OSMP charter principles into specific goals that can consistently guide decisions on acquisitions and management over the next 10 years.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

My inclination is to prioritize land management actions (acquisition, leasing, easement, etc.) based on the extent to which each candidate parcel serves established OSMP objectives, the current risk of loss or significant degradation of the parcel, and the cost of the action and subsequent O&M. Further, OSMP is large enough that priorities must be set recognizing local needs and resource scarcity. In some areas, riparian corridors may be the most threatened and therefore valuable acquisition, while in other areas easements to connect existing trails may be critical. I am hopeful that the revised VMP can establish more quantified global objectives for the OSMP lands, new acquisitions, and the visitor experience.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Some temporary or permanent closures --- to certain or all uses --- may be required to protect resources from damage or loss, especially where the resources are rare, particularly vulnerable, regulated (such as critical habitat), or where user conflict exists. OSMP has spent considerable resources relocating trails from riparian corridors partly due to the importance of ground nesting bird species. Seasonal closures are regularly made for raptor and grassland nesting species. Temporary closures are frequently made to protect wet trails. In general, I think these closures are well understood and accepted by the public.
When closures are made, it is helpful if:
- the need and benefit of the closure is communicated to users
- the closure or restriction is the least required to meet the purpose
- closures be based wherever possible on sound monitoring or research
- where such information is lacking, closures may need to be based on expert judgment. In those cases it is helpful if monitoring is undertaken so that future decisions can be based on more complete data.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I believe my views are covered in #7.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I have been a member of Audubon except during the years that I managed the Platte River office when I dropped my membership because Audubon was a major party to the negotiations. As mentioned in #2, I have used OSMP for many purposes. While Boulder is blessed with many stakeholder organizations that do not hesitate to advocate strongly for their interests, we are also blessed with substantial expertise and resources in science, monitoring, and conflict management. Our OSMP holdings are also extensive enough that many conflicts can be reduced by segregation of incompatible uses in time or space.
I think that OSMP has made effective use of a range of approaches to conflict reduction, including:
-user education and certification (e.g., Voice and Sight, Offtrail permits)
- Adaptive Management: monitoring, and program revision (e.g., Voice and Sight Phase II).
- segregation of incompatible in time and space
- closures; permanent and temporary (e.g, mud, raptor nesting)
- maintaining active outreach and liaison with stakeholder organizations.
-acquisitions targeted to specific uses
-matching use to carrying capacity
- providing opportunity for citizen participation and input into various planning activities.

These tools cannot eliminate all user conflicts. Nevertheless, in my experience, most users of Boulder OSMP are well educated and interested in the resources. In more than 35 years of running, hiking, and dog walking in the OSMP, I have had only a handful of negative encounters with other users, and most of them were resolved by explaining the impact of their actions on others and the availability of other locations where they could pursue their interests.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/16/16

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Staff Liaison: Cecil Fenio (720)564-2005

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

First Name *
Jaclyn

Last Name *
Ramaley

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-499-7550

Mobile Phone (?)

Work Phone (?)

E-mail Address *
jlramaley@gmail.com

Occupation
Financial Advisor and Insurance broker

Place of Employment/Retired
Self Employed

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

2/1/1995

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

BA (2012) from the University of Colorado, major in Ecology and Evolutionary Biology, minor Geography. Active volunteer with Wildlands Restoration Volunteers and Volunteers for Outdoor Colorado. Member CoNPS and Boulder Audubon. I first lived in Boulder in 1968 leaving in 1973, during this time I was active in Boulder issues attending City Council. In the late 70's early 80's I owned a greenhouse in Trinidad, CO, was a manager at Sturtz & Copeland, and have been an employee benefit broker for over 30 years. I know how to listen, achieve compromise, work with a diverse range of people, and be persistent in order to get a job completed while meeting the expectations of all involved. During my recent return to CU my study focus was invasive plants and I continue to assist Professor Tim Seastedt with invasive eradication efforts on a Left Hand Canyon property.

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

I have known of this board, but attended my first Board meeting 2/12/2016. I was there to provide my comments on the North TSA. I actively utilize the lands overseen and the services provided by OSMP primarily as a hiker and also as a bicyclist. These properties provide me and the people I associate with space to observe, breath, think, and commune with the natural world; they ae cherished by everyone. Attending the Board meeting provided me with the visceral realization of how critical the ongoing protection and management of these properties is for current and future generations. I thought that I might be able to add relevant comment and solutions. The dedication and intelligence of the staff was impressive. I felt it would be a privilege to work with and seek response from such a knowledgeable group. .

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

My work often requires that I work with owners and employees of other companies on specific projects with an outside company. In one case the owner was giving me direction and their employee was giving me opposing direction. At the same time was I responsible to communicate to the outside company and their employees. Realizing the conflict and knowing that if continued both of us would lose the business of this outside company, I arranged a lunch away from their office, created an agenda focusing on our original shared goals with this client, and articulated ways some of those goals had changed. Result, we regrouped and met the needs of the client. During our lunch I did not directly address the conflict between the employer and their employee, but let them resolve with me as a third party avoiding unnecessary blame and conflict.

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

Potential conflicts could involve my general public lands conservation leaning vs those that desire unlimited access or lots of recreational access to public lands. Also I am a long time resident and home owner and see that my views could conflict with newer residents of Boulder and those that do not own a home.
When conflicts of interest arise, I feel that the Board should consult the City Charter and any applicable laws/statues of the County and Sate, respecting and following the guidance provided by the OSMP staff, and request public input which would involve current avenues as well as creating new avenues to make sure that as many voices as possible are heard not just the ones that are well organized. Conflict will arise and the Board must have the wisdom to listen but acknowledge that they are entrusted by the Public to act with knowledge and restraint to maintain and sustain these critical lands for future generations.

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

The greatest challenge is keeping the Board from being more political and letting focus groups and their agenda take over the strong environmental principals and policies of the Boulder County Comprehensive Plan.
I am not familiar with the current policies of the Board, but my observations are:
1. Several Board members use their position to advocate for specific groups or politically organize groups while disregarding or questioning the OSMP Staff recommendations. Change, require the Board to meet and discuss with all interested parties, along with an OSMP staff member. This way a more balanced discussion would take place and hopefully more consensus achieved.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

My priorities would be:
1) focus on purchasing available open space that would reduce further fragmentation of currently owned open space.
2) focus on creating corridors among current properties and buffer areas around current properties to provide added protection to these ecosystems.
3) while executing 1 and 2 remain keenly focused on including riparian areas and associated tributaries.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

My management priorities:
1) take a break on the North TSA study to give time for more input from OSMP staff and more varied sectors of the community.
2) Create more forums for the public to visit with and hear from the OSMP staff on areas of access and concern. At least one Board member would need to be present as well.
3) Reevaluate open space property and determine those lands that should have access limits place on them.

The circumstance for limited access are when there is a rare of endangered plant or wildlife species that is being affected or needs to be studied to gain greater understanding of that species and the public has accessed inappropriately and repair to the land and habitat is required; to name only two.

Announce the closure in the paper and the website in advance, have OSMP staff there for a determined period of time to talk with the public about the reasons for the closures, and before the closures ask for members of the public that will volunteer to accompany the OSMP staff. I also feel that outreach to students in the public schools would help considerably in educating the future generations to understand why these closures are necessary.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Trail proximity needs to be at the greatest distance possible to protect the lands in question. The OSMP staff should be consulted for their opinion based on their greater knowledge.
Access should be limited if there is any question to the impact on the area until OSMP staff has had time to evaluate. If it is determined that limited access can occur the current system of applying to access is OK, but there should be a way to oversee folks that obtain access consistently during available time slots, so that others can access. this would led to more member of the public gaining knowledge and understanding of these sensitive and valuable natural areas.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

As a member of the Colorado Native Plan Society and Boulder County Audubon I advocate for conservation and limiting access to public lands. These groups value a naturalist approach of study, observation, and "do no harm". My observation is that these groups are organized in the 20th century based on volunteering ones time, meeting regularly to discuss matters and issues face to face, and folks taking an individualist approach to engaging with nature to report back to fellow members.
The recreation community is in the 21st century of email and twitter; communication via iPhone and recreating more in groups and in a more social context. So..... there is inherent differences and values, leading to conflicts.
One idea to resolve conflicts would be for the OSMP staff and Board to reach out to the public schools in our communities to involve and education the younger generation. The students talk with their parents and dialogue begins.
Dogs, well that will be for my next application to the OSMP Board.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
01/25/16

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Staff Liaison: Cecil Fenio (720)564-2005

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First Name *
joel

Last Name *
koenig

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

Street Address

Address Line 2

City
boulder

State / Province / Region
colorado

Postal / Zip Code
80305

Country
usa

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

E-mail Address *
joelkoe44@gmail.com

Occupation
CPA--30 years+ Deloitte + Touche, senior partner, retired executive search consultant-

Place of Employment/Retired
retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

3/1/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a BS in Business, from New York University and a 50 year business career-primarily serving major global companies. My business acumen will be an asset for this Board.
I have served on numerous corporate and civic/philanthropic boards. I was President, for a number of years,of the Children's Institute in Los Angeles. It is a high profile organization that provides services to abused children and their families. The ex Mayor of Los Angeles, Dick Riordan, the CEO of the largest home builder in the U.S. , and many other community leaders were on this Board. We had an endowment of $50 million, 600 employees and a budget in excess of $50 million.
Related to my training regarding OSMP matters, I am late in the game. I have attempted to make up for lost time through extensive training--15 weeks to become a volunteer naturalist. Also through OSMP I have had training in bat monitoring, raptor monitoring, organic farming(Cure Organic Farms).
I am a Board member and Treasurer of the Colorado Alliance for Environmental Educators(CAEE). We are the preeminent organization for environmental educators in Colorado. My participation on this Board has provided a lifetime of knowledge about matters relevant to OSMP.
I have attended seminars on biomimicry. I am very excited about the 2017 Blue Bell biomimicry project. This might be a major event for Boulder.
Bell
While I am a relative newbie to the City of Boulder I have " jumped in with all fours". I am an active volunteer at:
Boulder Library
BoulderReads Literacy tutoring program
Boulder County Jail--weekly workshops on employment skills for the incarcerated ladies
The Bridge House--multiple activities
OSMP-many roles as previously enumerated
Cure Organic Farm

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

I was honored to be selected as the OSMP volunteer of the year in 2014. My volunteer activities have increased the past year(2015). I have am a naturalist, trail guide/park patroller , bat monitor, raptor monitor, greeter each Saturday at the Chautauqua Ranger Cottage, assist in the voice and sight tag program, assist in forestry, trail and fence repair projects. In the Spring, Summer and Fall I am a weekly volunteer at Cure Organic Farm(leased agricultural property from OSMP).
I have attended many Board meetings, also viewed via TV and read each meetings minutes. I continue to be passionate about the City of Boulder's # 1 icon.
My most insightful takeaway from the Ranger Cottage greeting role is a further appreciation of our precious open space. I have talked with multi hundreds of visitors from throughout the world including Switzerland, Norway and New Zealand. Their amazement as they view the Flatirons confirms why Boulder is special!
My volunteer activities have enabled me to quickly gain a pulse of the City

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

I am on the Board of a not for profit that lost our major funding source from a governmental agency. The majority of the Board wanted to fire some staff and reduce the Executive Director's salary. We have a modest endowment and I convinced the Board to use those funds to retain our valuable staff. They agreed--now I am obligated to replenish those funds--which I am happy to do.

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

I have no conflicts--many of the Open Space staff are friends, but I can/will be objective. In my corporate career I had to terminate friends, always in a humanistic manner.
If there is a perceived conflict conflict it should be communicated to Suzanne Jones, Jane Brautigam and Tom Carr-all verbally as a concern for FOIA.

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

The challenges to OSMP are always the same. The tension between recreational users and the preservationists are an important issue. Many of the newcomers, excluding me, are in the recreational category. I absolutely respect the desires of equestrians, bikers, dog owners and hikers. I would advocate for an on going educational program that will provide information to the patrons about the trade offs between preserving the property and the enjoying it's use.

I have no suggestions concerning policy changes. I do want to give a " shout out" to OSMP staff and the Board concerning the NTSA. I arrived in Boulder at the very end of WTSA--what a difference.

I am pleased most of the meetings are now televised; thank you.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

OSMP must always consider the environmental implications of all transactions. I had the privilege to participate on a hike led by Lynne Sullivan and Sue Hirschfield(OSMP staffers) a few months ago at Jewell Mountain. This is a special/precious property in Jeffco/Arvada(not in Boulder County) that the City of Boulder acquired 15+ years ago -- it is an amazing property--the City of Arvada had approved the development of Jewell Mountain for residential housing. It is before my time in Boulder, apparently it was acquired by the City of Boulder without Arvada's knowledge. Arvada continues to be unhappy about this transaction.
To all who read my application I encourage you to visit Jewell Mountain--it is closed to the public; arrange for a tour through Tracy Winfree it is special and what OSMP is all about!

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I am applying to become a Board member. The management priorities should be determined by Tracy and her staff. Tracy has recently hired 2 new direct reports--they are management and should provide their strategic and operational plans to Jane B, The City Council and The OSMP board. I have spent considerable time with Tracy and am confident in her leadership.
Let's not micro manage the OSMP leadership -that is not the responsibility of the Board.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

I have had the privilege to know and volunteer on behalf of many of the OSMP staff. Many of these professionals have advanced degrees in land management, ecological sciences,wildlife, etc--they are generally the best in the Country since Boulder is a special place.
When I email these professionals about bats, ospreys, etc I receive an informed an analysis of the subject matter. I hope the Board appreciates how amazing the staff is.

.As a Board member I would rely, but also challenge, their initiatives. They should be able to explain their thoughts about potential projects.

Hopefully the Board can spend considerable time with these amazing staff. Yes, I appreciate their competence but I am also objective

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I am not a member of a recreation group. As mentioned previously I am a Board member of CAEE. I have no agenda! Continual dialogue/meetings and information flow will solve many of these issues. NTSA staff have done a wonderful job.
I was instrumental in integrating the Los Angeles City Schools 35 years ago. What a challenge and somewhat frightening--I can ameliorate the tension.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/15/16

The Open Space Board of Trustees consists of five members appointed by City Council, each to five-year terms. The Board makes recommendations to City Council and staff on the acquisition and management of open space recreational facilities.

Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

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

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

First Name *
Mark

Last Name *
McIntyre

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-444-4598

Mobile Phone (?)
303-641-4664

Work Phone (?)
303-442-4222

E-mail Address *
mmcintyre@marketingtech.com

Occupation
Partner

Place of Employment/Retired
Marketing Technologies

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *
7/5/1977

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Business Owner for 27 years of Marketing Technologies. I am used to dealing with budgets, personnel, income and expense statements, and Lean techniques in management practices and process control. I have a lifelong passion for customer satisfaction and excellence in products and services. I serve as a technical liaison between US based manufacturers and US based OEMs. I often have to manage conflicting interests of the other parties and do so in a way that everyone feels like the deal was fair and everyone was a winner.
Ongoing outdoor experience including Outward Bound Instructor. Active and experienced in the climbing, hiking, skiing, bicycling, and boating communities.
Certified Trail Crew Leader with hundreds of hours on volunteer trail construction projects.
Former board membership includes: University of Colorado Boulder Student Government positions including Community Relations Commissioner and Representative. Boulder Mountain Bike Alliance, Dairy Center for the Arts, Curating Committee. Mountain Bike representative to the Community Collaborative Group for the West Trail Study Area.
Currently on the Open Boulder Steering Committee.

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

I have been active in city politics since serving as the Community Relations Commissioner on the CU student Government in 1978. I have been active in Open Space issues since moving to Boulder but it was serving as a member of the West TSA Community Collaborative Group that brought me into frequent contact with the OSBT.

OSBT is a critical element in ensuring that the lands that the citizens of Boulder own are managed for the benefit of those citizens within the boundaries of the founding charter. Leadership and professionalism are required and expected by those employed by OSMP. But just as important is the guidance from by the community (via OSBT, community involvement, and City Council) to ensure that the department is fulfilling their responsibility to the community.

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

During the CCG process I became really quite good friends with those that were supposed to be my "opponents". By being honest, direct, and transparent, a process that had a high likelihood of failure was actually completed successfully. I consider this a success for the community in-spite of me not achieving my specific goals.
I have found all organizations (business, public, civic) can benefit from the members being honest, transparent and respectful while also allowing for passion and strong feelings. The other key requirements are being an excellent listener, showing up, and doing your homework.

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

The only conflict that I can imagine and it is remote is that I am a partner in an LLC that owns a commercial building that borders a OSMP property.
Any conflict of interest that I might arise for me or others should be handled as described above, "honest, direct and transparent" and if in doubt, then one should recuse themselves from any directly conflicting vote.

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

The new director has brought a fresh perspective to the department that I think is very beneficial and I think appreciated by most users.
The policy changes that I would support are:
Greater emphasis on maintenance of properties especially trail maintenance. Better trails equal better habitat because people leave the trail less frequently.

Improved trail head access via alternative transportation rather than expanded parking.

Better education of users via clearer, simpler, and more welcoming policies and instructions.

Reduced emphasis on acquisitions in distant eastern portions of the county that do not offer connections to other properties and have limited or no planned access.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

The priority in OSMP purchases must be connections; connections of eco systems, trails systems, buffer areas, etc… OSMP has made too many purchases of small disparate properties that have no connection to other OSMP properties or trails. These properties rarely fulfill more than one or two of the original charter goals. So for me, a property needs to have several high value attributes and offer a current or near future connection to other properties.

I would also state that the department needs to be wary of spending large sums of money buying conservation easements that are not air tight in regard to future development and offer limited or no visitor access.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

After extensive use of OSMP properties in all areas, it is apparent to me that many properties are neglected and not maintained to the standards required by the amount of visitor use. Many times this comes out as “look at the bad condition of this trail, this is due to overuse” when in fact it is due to lack of maintenance and improper trail construction. We castigate users for being unwilling to walk through mud (which of course they should do) but do not hold the department accountable for neglecting heavily used trails.

I have seen how good trail infrastructure in wet environments, i.e. Great Britain and New Zealand, can benefit the user experience, wildlife, and the general environment. In some respects we are blaming the user for widening trails when the root cause is often improper maintenance.

Having said that, I agree with occasional closures under the worst circumstances due to mud, bird nesting considerations, etc…

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Proximity of trails in relation to wildlife and wetlands needs to be balanced and enhanced. Again, after visiting other countries trail systems, parks, and wildlife refuges, we have much to learn. In South Africa and the Netherlands they accommodate bird and wildlife viewing by having trails occasionally dip near stream, ponds, marshes, and other high value wildlife habitat. They also construct bird and wildlife blinds, allowing visitors to see and not be seen. I think the department’s current philosophy of moving all trails out and away from wet and riparian areas needs to be moderated to the benefit of birders, children, and contemplative users so that they can experience wildlife in close proximity without damaging habitat.

In regard to agricultural lands, again I point to Great Britain as an excellent example extensive trails coexisting with privately owned agricultural lands. The implementation of easy to use stiles and educational signage allows you to hike great distances and cross agricultural lands with little to no conflict.

In general the department has too many fences and too many gates in areas that they are not required. These fences and gates become a maintenance issue taking away resources for other needed maintenance; often injure wildlife while also constricting their natural movements and finally these barriers impinge on the visitor experience. The department needs to relearn the philosophy of using the least restrictive methods first.

When access truly needs to be restricted, then the example working with the climbing communities in regard to cliff nesting birds is a good example of how to achieve conservation and access goals.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

I am a dues paying member of the following groups:
Sierra Club – local and national chapters
Environmental Defense Fund
Natural Resources Defense Council
League of Conservation Voters
Boulder Mountain Bike Alliance
I have served on the board of BMA but I am no longer a board member.
Rather than these groups shaping my thinking about Open Space it has pretty much been an opposite path. Boulder Open Space has shaped the health of our community to such a degree that it has shaped my thinking about so many other things: about our connection to natural world, our connection to our local flora and fauna, and our connection the world at large. It has shaped my thinking about livable cities, density, transportation, and community health.
We have an incredible asset that for most of us is a key reason, and maybe the reason, we are here in Boulder. Care of this community asset is the essential element to ongoing community support and funding for OSMP.
Conflicts amongst groups for the most part are a result of bad behavior on the part of a minority that groups members (the few bad apples that ruin it for the rest). It is essential that the department reconfigure its priorities so that there are more people from the department out and about policing the bad behavior. This can be achieved, not through more armed rangers but, through trail crews, maintenance crews, visitor ambassadors, educators, community liaisons etc…
We can have less conflict, more enjoyment, and better environmental results on our trails, not through more regulations, but through better education and more interaction between the department and our citizens.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/12/16

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Staff Liaison: Cecil Fenio (720)564-2005

Meetings are held the second and fourth Wednesdays of the month at 6 PM in the City Council Chambers.

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

First Name *
Michael

Last Name *
Conroy

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-514-5127

Work Phone (?)

E-mail Address *
michaelconroy@comcast.net

Occupation
Certified Public Accountant

Place of Employment/Retired
Mike Conroy CPA (Self Employed)

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

7/1/1987

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I first moved to Boulder in 1987 to attend CU where I graduated with a BA in Economics and later with an MBA with an emphasis in Accounting. I've been a Certified Public Accountant since 1997. I started my own CPA practice in 2006, which has been my profession since. My work as a CPA has honed my analytical skills and requires me to question data. These are skills I'd bring to the Open Space Board of Trustees. While there should be and are guiding principles for decisions regarding Boulder's Open Space, how we manage each property or area should be based on that specific property, within the overall guiding principles. Understanding the best use of our resources requires analysis of information. Information about the land itself as well as public input.

I've been a member of the Parks and Recreation Advisory Board for the past five years, serving as Chairperson for the last two years and vice-chair the year before that. As a member of this Board I've learned

a. City Boards require time and effort. They require much more than attendance at the monthly meetings. To be an effective member one must prepare and stay engaged with the public and the department as well as attend and participate in study sessions.

b. Members of the Boards serve best when we operate in collaboration with the public and the department. We may not agree on all decisions but we can continue to listen to other's thoughts, opinions and ideas and work for mutual agreement.

c. With sometimes competing ideas, the public can be best served if we strive for a balance of how we use our resources. Balance will mean different things to different people and will mean different things to different properties. What is appropriate for the North TSA may not have been most appropriate for the West TSA. But balance in the overall open space system should be the goal.

d. Stay true to the process: Listen to the public, the department and experts on the subject matter; Research the facts and data; Assess the information provided; only then Decide on the best course of action.

I have many years of additional Board experience that I will bring to the OSBT including: PLAY Boulder (current Treasurer); Diamond Baseball of Boulder (current Treasurer); Boulder Aquatic Masters (former Treasurer); Colorado Triathlon (supporting CU Triathlon, former Treasurer).

I am the father of three boys. I'd like to work to help ensure the open space program remains a vital part of Boulder for many years to come so it can be enjoyed by future generations.

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

One of the reasons I've called the City of Boulder home for nearly all of the past 30 years is its Open Space program. The long history of Boulder's desire to protect our lands and wildlife has helped make Boulder what it is today. I am a frequent active user of our Open Space, whether I'm running around Wonderland Lake or hiking around the Flatirons, I spend on average 4 days a week on open space property, no matter the season or weather. Of course I spend every day admiring the beauty that OSMP brings to us. I am a recreationalist who proudly wears the label of Environmentalist. I use the OSMP land because of its natural beauty which is why I would work for a balance in how we use the land.

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

The Boards on which I've served are often required to work through disagreements. It is the nature of a Board. The process of working through conflict will hopefully make the Board stronger and lead to better decisions, if done appropriately. Recently, a Board on which I serve was required to make a decision on retaining a position the Board oversees. There was a difference of opinion by the Board members on what was best for the organization. What worked in that situation can generally work in any situation in which there is disagreement. First, understand the mission of the organization, who does it serve and what is it trying to ultimately achieve? Next, understand each other's positions. To do so one must listen. Truly listen and at least partially set aside individual biases. Also, Rely on data and facts to minimize (although not eliminate) purely emotional responses. At times a mediator may help the group set ground rules and come to a mutually agreeable solution.

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

I am not aware of any conflicts of interest for me at this time. Conflicts of interest are typically those in which the conflicted party may personally gain from decisions they are responsible for making or able to influence. Conflicts of interest are best handled by the conflicted party making the conflict known to other Board members and recusing her or himself from decisions which may be influenced by the conflict. The city's legal department is available to answer questions regarding conflicts of interest and to advise on appropriate action.

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

The OSBT, like all other Boards must continue to hold the trust of the public, the department and the council that it will make recommendations that are in the best interest of our community, within the framework of the guiding principles and goals identified in the Visitor Master Plan (VMP, aka Open Space Master Plan). The VMP is a key process as it helps capture the vision for what Open Space should offer based on input from the public and supported by data. The VMP should remain a living process that is updated based on evolving trends while staying grounded in basic principles. Staying true to the decision making process and VMP will help overcome the day to day challenges faced by the Board.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

My priorities for open space acquisition are more dependent on the specific properties then they are on the category to which we assign them. While my immediate reaction may be to prioritize high quality native ecosystems, trails and mountain backdrop above small in-city parcels for example, there may be an in-city parcel that would provide unique and material benefits to the community if purchased. Also, agricultural land is an important part of our history that deserves preservation. So I wouldn't necessarily eliminate an opportunity to purchase property because of a designation.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Referring to my answer to question number 2, I use (photography, hiking and running) open space frequently and regularly. I use it because of its natural beauty. So I do believe it's important to balance its use with its preservation. The VMP supports the community's desire to achieve balance in our Open Space lands. Personally, I enjoy living in a place that still values sharing its land with bears, lions, birds of prey and rattlesnakes. Enjoying our open space can bring many benefits to the community. Interacting with nature has been shown to improve creativity and concentration, improve people's moods, and generally improve physical as well as mental health. It's important for people to be able to interact with open space to enhance their experience of the land, and to fully appreciate the beauty it possesses and therefore become better stewards of the land. It is especially important that younger generations directly experience our open space so they can be more engaged in caring for it in the future.

As a frequent user of open space, it is a small inconvenience for me to avoid areas where I may do more long term damage to the ecosystem. Limiting access to preserve beauty and wildlife is a trade-off I am happy to make. Access to certain portions of open space must be limited to protect sensitive wildlife such as nesting birds of prey. Temporary closures are also justified for muddy trail conditions to avoid damage to the trails and prevent trail widening. I am a dog owner and I do enjoy participating in the Voice and Sight Tag program, but I support leash restrictions in certain areas to prevent dog–wildlife, dog–mountain bike rider or dog - hiker conflict.
Closures, both temporary and long term can best be accomplished through proper communication with the public. Posting signs and using social media are a couple ways to do so. Ranger contact with an emphasis on education is also an option. Enforcement by ticketing should be the last resort, but necessary at times.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Also See #7. Trails should be built to avoid sensitive wetland areas. Water sources, and specifically wetlands, are a vital and limited resource in this area. I think it is important that our open space be a part of providing a continuous trail system so people can travel by trail unimpeded for recreation, but open space should also provide the ability for wildlife to move unimpeded by roads and buildings. Keeping areas wild is important to the well-being of wildlife. We should do our best to avoid merely creating 'islands' of wild areas by ensuring these areas are connected to other open space areas.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

While not currently a member of any one outdoor recreation or conservation group, I do support a few with donations. Most recently Friends of Cedar Mesa, one of the groups working to preserve and to educate people about this special area in Southeast Utah that is home to incredible scenery and wild land as well as an abundance of pre-Columbian (Anasazi, Freemont, early hunter-gatherers) pueblos and rock art. They are also one of the groups working to achieve Federal protection for the Bears Ears area in SE Utah. I am also an avid backpacker practicing low-impact backpacking most recently focusing on trips to the four corners area.

Communication is the best way to limit conflicts among user groups. Agreement on how we use our open space may not result in everyone being happy, there will be give and take at times, but we should continue to achieve mutually agreeable solutions while working within the Open Space framework identified by the VMP.

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

OPEN SPACE BOARD OF TRUSTEES

Annual Application - 2016

Date
02/18/16

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Staff Liaison: Cecil Fenio (720)564-2005

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First Name *
Mitchell

Last Name *
Smith

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80303

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-818-7945

Work Phone (?)

E-mail Address *
mitchsmith50@gmail.com

Occupation
Software Engineer

Place of Employment/Retired
Array BioPharma

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

9/1/1988

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am entering my ninth season as an OSMP volunteer and have 1100+ hours of OSMP volunteer time. I am a computer scientist by training and vocation and have a M.S. C.S. from CU Boulder. Over the years, I have developed working relationships with the Forest Service, Boulder County Parks and Open Space, City of Boulder Parks and Recreation, and OSMP personnel as part of my position with the Boulder Mountain Bike Patrol. Previously, I was the director of the patrol and led 60+ volunteers who contributed approximately 3000 hours of volunteer time. I have also been on the board and been the President of a Jewish synagogue for 15 years.

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

I'll always remember my first impression of Boulder coming on Highway 93 and cresting Marshall Mesa to see the incredibly beautiful open space. I was on my way to class at CU Boulder and it made a strong lasting impression. After moving to Boulder in 1988, I hiked in the West TSA area and became a mountain biker many years later. I have studied the ecology, geology, birds, and animals that these unique lands possess and also some of the early history on what are now OSMP lands. I have attended more than a few OSBT meetings (including NTSA sessions) and read years of agendas, meeting minutes, attachments, and management plans. What I see is a Board that deeply understands how unique OSMP is and wishes to preserve and protect it while creating an environment for visitors to enjoy it as well. I wish to be a part of that by joining the OSBT.

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

The Boulder Mountain Bike Patrol (BMBP) was asked by Valmont Bike Park (VBP) support the park's needs by replacing their internal host program with bike patrollers. The internal host program was initially successful, but due to the changing needs of VBP, City staff saw the BMBP as a more successful long-term approach. I oversaw the integration of City of Boulder Parks and Recreation as a fourth agency that BMBP would support. BMBP had been working with same agencies for six years and so there were many issues brought about by the addition. Role and responsibilities were not clear, there was not a sense of welcoming a new agency, and who would perform what work to bring on a new agency had not been determined. I worked with the BMBP leadership and agency staff to clarify the roles and responsibilities, to shift some of the existing work as a result, to personally take on the work of integrating the new agency into the program, to create a welcoming environment for the new agency and those that may follow, and to assure the existing agencies that their level of support and commitment from BMBP leadership and patrollers would not diminish. By putting together and executing a plan, making and keeping commitments, communicating the results and listening for and incorporating feedback, we were able to welcome VBP into the program.

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

Although I am a a 32 year member of the Sierra Club, a long term member of Nature Conservancy, a long term member of the Boulder Mountainbike Alliance, a member of PLAN Boulder County, and interact monthly with Boulder Open Space and Mountain Parks, I believe that none of these affiliations are in conflict with the Open Space mission or charter or functions of OSBT. In fact, these affiliations enhance my understanding of the opportunities and challenges that face Open Space and none would lead to an appearance of impropriety. I have not been on the board of the local chapter or national Sierra Club and that holds true for Nature Conservancy, Boulder Mountainbike Alliance, and PLAN Boulder County.

Potential or perceived conflicts should be brought up by the OSBT members themselves on particular meeting topics as they relate to the Open Space mission or charter or functions of OSBT. THE OSBT member should refer to the Conflict of Interest Guidelines and may confer with the City Attorney and request an advisory opinion. The OSBT member may also recuse themselves if they believe or know that there is a conflict of interest. If other OSBT members believe that one of the other members has a potential or perceived conflict of interest, then they should review the Conflict of Interest Guidelines, speak to the other OSBT member, and, if necessary, confer with the City Attorney. OSBT agenda items may need to be postponed or tabled during this process.

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

There are a number of challenges ahead for OSMP. As indicated in the Visitor Master Plan, there has continued to be a large growth in number of visitors to OSMP lands for recreational activities. OSMP lands are a regional destination for the Denver metropolitan area and Boulder county residents which have seen and will seen continued population growth. The challenge is to welcome visitors in a way that fosters enjoyment and appreciation; visitors become more educated and feel and act as stewards of OSMP lands; visitors interact with each other in ways that foster mutual respect and minimize conflict.

Focusing the user communities on common goals and objectives, rather than divisiveness, is a great challenge. Although some conflict is unavoidable, the OSBT has the potential to be a catalyst in involving the different user communities and minimize conflict. I would work with OSMP staff, other OSBT members, City Council, and representatives from user groups to bring about better processes and communication, shorten time frames, and getting guidance early and often from City Council on overarching goals and potential issues.

Another challenge is to find ways to bring open space values and philosophy to the current generation. Programs such as the Junior Rangers and interpretive hikes have a large impact for the participants, but bringing OSMP into the socially-connected, crowdsourced, knowledge-on-demand generation is a large challenge. If properly implemented, this could enhance the program by providing invaluable feedback from visitors. I would work with OSMP staff and potentially Boulder's IT department to architect, design, and implement these changes.

Finally, all OSBT members need to step outside of their own shoes and represent the open space community, at large. They not only need to hear all of the different user community perspectives, but also come to deeply appreciate and be able to internally represent them as well. From this, new ideas may develop. Solutions that take into account the entire community, balancing their interests and perspectives, will be far more likely and better serve the entire community.

6. What are your priorities in purchasing open space: buffer areas, high quality native ecosystems, trails, tributaries, agricultural land, small in-city parcels, mountain backdrop, etc.? *

OSMP should continue to focus on fulfilling the remaining portion of the City's Open Space acquisition plan. Purchases that support wildlife and natural ecosystems would be my highest priority followed by those that support trails to provide connections to other OSMP land or Forest Service and Boulder County Parks and Open Space lands. OSMP has been highly successful at creating buffer areas and should continue to do so out East and up North. OSMP has been highly successful with having 45,000+ acres (up from 25,000 in 1995) acquired. As expected, newer acquisitions tend to be smaller (although there were a couple larger ones in the past year), more targeted, and more expensive.

Besides the additional purchasing of new Open Space lands, there needs to be a large emphasis on the other arms of the OSMP department. That would include planning, managing, and monitoring Open Space lands, growing outreach and volunteer services, improving visitor access, etc. In other words, maintaining and enhancing the existing properties so that future generations will have and experience the same or better quality in OSMP lands.

7. What are your management priorities for managing Open Space and Mountain Parks lands? Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Open Space and Mountain Parks lands need to preserved for the generations to come. Preservation and restoration of natural areas, preservation of water resources, passive recreational use, and continuation and expansion of agricultural uses are all important priorities. Balancing these correctly, with a strong emphasis on preservation and restoration of natural areas as well as water resources, is of utmost importance.

A great part of the management is seeking out and involving the public and all stakeholders. By gaining additional perspectives and information, better land management decisions will be made. Important perspectives, that may not be obvious, will be heard. Creating a fertile ground for compromise and earnest discussion between stakeholders will happen. Important decisions, that will affect Open Space and Mountain Parks for years to come, will be better reasoned and the stakeholders will better understand the different management priorities that determined the decisions.

With respect to limiting access to Open Space lands, what I find important is the science, the competing factors, and the communication of these to the public and all stakeholders. The public and all stakeholders should be not just informed of the decision, but understand and connect to it as well. The public and all stakeholders should be brought in early in the process and have continued dialogue throughout the process. When a decision is made to limit access, they will be already aware of the factors involved. Limited access might be seasonal for nesting raptures, for example. Limited access would be due to an endangered species, unique or fragile ecosystems, some agricultural uses, etc..

Areas of limited access need to be signed, added to maps, communicated via the website, email, and social media. In addition, when appropriate, there should be signs on the property that let the visitors know why the area has limited access. Whenever possible, photos and videos of what is being protected and why, should be on the website and new photos or videos should be posted to social media. Volunteers should be informed and pass it along to other visitors. Everyone needs to understand the value in preserving an area by limiting visitor access.

8. Give us your opinion about the proximity of trails and public use in wildlife and wetlands areas and agricultural lands. Under what circumstances might access to portions of Open Space need to be limited, and how might that best be accomplished? *

Trails need to be designed and maintained to minimize their impacts in sensitive areas. Trail density in these areas should be kept low to avoid the impacts of habitat fragmentation, impacts on sensitive native plant and threatened wildlife species, etc. Trail design has also improved dramatically over the years and can also assist in minimizing their impacts.

In addition, not all wildlife and wetlands areas are sensitive all year around. In this case, seasonal closures for nesting and fledgling birds or other animals minimizes the impact while allowing visitors to use it at other times. This is true for both on-trail and off-trial uses such as the raptor closures, mainly in the mountain areas, or the ground nesting bird closures in the grasslands.

But, part of the issue that was apparent in the West TSA, is that visitors use animal paths or create their own social trails. Many of these were/will be closed down and several were adopted as maintained trails. But, the system needs to encourage, in general, on trail usage, especially given the large number of visitors to OSMP each year. Additionally, new trails need to be built so that visitors have access in a way that avoids sensitive areas.

Trails that provide access to USFS and BCPOS lands are also important as they give visitors many more opportunities using these other trail systems and avoid the need to build larger trail systems within OSMP lands. They can also discourage the creation and use of social trails just by having more trails to experience.

Finally, visitors need to be educated about the impact they have on sensitive areas so that they minimize use of existing social trails, do not create new trails, and understand and accept the need for seasonal closures. Visitors can be educated by peers, rangers, volunteers, signage, emails, websites, social media, smartphone apps, etc.

9. Which, if any, recreation and conservation groups do you belong to or associate with, and how has that shaped your thinking about Open Space? What are your considerations regarding the tension between recreation and conservation in the management of Open Space? How would you propose to resolve conflicts among user groups such as hikers, bike riders, dog walkers, etc.? *

Solving user conflict is an ongoing effort that needs to be addressed by education, community outreach, setting expectations, volunteers demonstrating and reminding users of good behavior, trails that exclude certain passive recreational activities, ranger presence, and strong enforcement. These efforts need to be emphasized every year and especially during the months where the system receives heavy usage.

In my experience, actual trail conflicts are low and this has been seen as well in OSMP's own studies. That does not diminish the impact to the visitors involved when conflict happens. Visitors also behave differently when they are in the presence of a Ranger or volunteer. Both demonstrate and remind visitors of good behavior that reduces user conflict. Increasing the Ranger staff and volunteer staff would be beneficial. I would be interested in OSMP partnering with community organizations to increase the number and hours of volunteers. Community organizations are a different communication channel and could help reduce user conflict.

Part of solving user conflict is setting appropriate expectations. Year-round visitors, like myself, are attuned to days and times when the trails are lightly or heavily used. But for many visitors that sense may not be there. Finally, multi-use trails need to be designed and maintained to provide a great experience to all types of passive recreational activities. They can be designed to reduce the speed of mountain bikers, provide better opportunities for dogs to be in visual contact with their guardians, be wider in certain trail sections, etc.

I below to the Sierra Club, the Nature Conservancy, Boulder Mountainbike Alliance, and PLAN Boulder County. I view that my associations are mainly due to my interests. Each organization informs me and certainly, to some degree, shapes my thinking. But in terms of thinking about OSMP, I would say that my contacts with OSMP, Forest Service, and Boulder County Parks and Open Space staff have a much greater impact. In addition, communications from these three land management agencies have shaped my thinking as well.

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Boulder City Council
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303-441-3019

PARKS AND RECREATION ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

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Staff Liaison: Sally Dieterich (303)413-7242

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

First Name *
Lori

Last Name *
Fuller

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-554-8293

Mobile Phone (?)
720-938-1927

Work Phone (?)
720-938-1927

E-mail Address *
lori@boulderfuller.com

Occupation
Substitute Teacher

Place of Employment/Retired
BVSD

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *
6/1/1971

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *
I have been on the governing board of FIDOS (Friends Interested in Dogs and Open Space) since 2004. During this time, I have been critically involved in many complicated and controversial issues. My work includes:

• Leadership – Serving as VP of FIDOS until 2012.
• Authored Guest Opinions in the Daily Camera.
• Working with City Council to provide solutions that achieve both city goals as well as FIDOS' mission objectives. Most recently, this includes the no-dog trails in the WTSA and the Green Tag program.
• Reviewing and responding to published research as well as staff directed studies.
• Working internally with FIDOS board members to achieve consensus in highly controversial matters when vast disagreement is present.
• Being quoted by the Camera and Denver Post, as well as appearing as a guest on the Channel 8 show, Deliberate Conversations.
• Evaluating and endorsing candidates running for City Council
• Responding to FIDOS members who disagree with our leadership decisions.
• Working with city staff productively, while challenging their direction when reasonable.
• Serving on the Community Collaborative Group during the WTSA.

During my professional career, I worked in the technical field of telecommunications. During this time, I worked for companies such as ConferTech (1993-1996), Global Crossing (1996-1999) and Level 3 (1999-2002). Responsibilities included:
• Product management
• Business and financial analysis
• Managing staff
• Budget and forecasting
• Cost accounting
• Designing and maintaining financial reports
• Sales and marketing presentations and training

In 2008 I received a Master's degree in Education from CU and have been working with Boulder Valley School District. I have a BA in Economics from CU.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *
I have not had many experiences working with the Parks and Recreation Board. As a FIDOS member, I contacted a member of the board regarding potential restrictions at Coot Lake. This conversation was encouraging because the member I spoke to expressed interest, exhibited knowledge of the situation, legitimized my concern, and was willing to investigate. This interaction made feel confident that the interests of the citizens were being represented. I would like to emulate this leadership approach if I were to be appointed.

The only other times I have been involved with this Board include a potential closure of the South Boulder Rec Center and the development of a neighborhood park. The South Boulder Rec Center incident was messy. There was barely any discussion or notice about the possibility of closing this facility until it was mentioned in the paper. Many people were shocked, which lead to a vocal crowd rallying against the idea at a public forum. The Parks and Recreation Department said they were not supposed to be quoted on this, and there was a misunderstanding. In the end, the board decided not to pursue this closure; no doubt influenced by the extreme engagement of the public. The lesson for me was that a leadership board must be extremely deliberate in their propositions. It is counter-productive to float ideas that have severe implications to members of the public without adequately vetting them. If you do make controversial decisions, you better be able to defend them.

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

In 2011, the West Trail Study Area's management and access was under review. Towards the end of the process, FIDOS was faced with losing access in what many felt were key areas. Some FIDOS board members supported these restrictions because of the immense pressure to compromise during this time. However, many felt the process was unfair and the dog community had already lost enough. A splinter group developed, and there was deep turmoil within our membership.

In order to bring everyone together, I called several members of City Council to gauge how likely they were to support resistance against the trail restrictions. After these discussions, it was decided that we would make an appeal. To move forward, FIDOS would have to agree internally about specific requests and what we would give up. This was difficult, as many FIDOS members believe that it is our job to resist any and all restrictions. I spent many hours on the phone and writing emails explaining the situation to our members and the importance of compromising. Eventually, we convinced many in our membership that our tough decisions were in the best interest of FIDOS, and we received a lot of support.

I believe there were a few reasons that FIDOS was able to successfully unite after experiencing such vast disagreement. The most important was to know all aspects of the situation. Understanding the history, the facts, the political climate, and all perspectives allowed us to make hard decisions which were politically feasible. Understanding various perspectives allowed us to communicate to others why these decisions were both reasonable to our membership and palatable to the decision makers. Fully understanding controversial issues ensures that compromises achieve the given objectives of both parties.

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

The only conflict of interest I can anticipate are decisions that affect my neighborhood parks, recreation centers, or the facilities that I use. I imagine this type of conflict is not unusual for those on city boards and most times board members just speak to it, allowing others to gauge possible bias. If there is any financial conflict of interest the board member should recuse themselves entirely. This should also apply to those who are so emotionally invested in an issue that they lack of impartiality, and an ability to make sound judgements.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

Having limited resources is the greatest challenge facing Parks and Recreation. There are as many demands as there are people when it comes to recreation opportunities, and deciding which to prioritize will be difficult. In order to maximize resources, my focus will be on running the current system as efficiently as possible. This includes using all facilities to their maximum potential, to serves the greatest number of people in practical ways. I will examine closely the costs and benefits of programs and their corresponding opportunity costs. It takes constant effort and attention to manage things well.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

When providing any type of service, an organization has to recognize what they do well. The City may not be well positioned to provide a high-end yoga experience, however, they have areas available to create baseball diamonds. There are plenty of high-end yoga studios in the private sector, but not too many baseball diamonds.

I believe it is critical for the P&R department to assess the opportunities in the private sector and partner with them when it makes sense. Using the example of yoga, I would look at the costs and services of various studios available locally to determine if there is an underserved user group that would like to enjoy yoga. There is no reason to provide a service that is in competition with a local provider. I anticipate that many private sector wellness activities serve those looking for a higher-end experience than the P&R facilities can offer. In this case, I may support a lower-cost, scaled down version of what is offered in the market. This way more people are able to enjoy yoga, and those who want a more indulgent experience can join a private studio.

There should also be special attention given to providing services where public safety is a concern. I would be inclined to support subsidizing programs that encourage kids to learn to swim, self-defense and personal safety or red cross safety programs.

In general, I think the city should focus on accommodating those who are underserved, which are generally those more financially burdened. I would not prioritize elite swim training over kids access to pools, or swim meets, for example. I will tend to support programs that allow opportunities for those who wouldn't have them otherwise.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

To determine a priority, I would refer to the 6 themes outlined in the 2014 Parks and Rec Master Plan. These themes developed after substantial research and community engagement, which should shape management decisions. When faced with a decision requiring prioritization of one sector over another, I will investigate which projects are most in line with these goals. For example, I would prioritize using resources for the maintenance of existing facilities over new programs. When faced with tough choices, the existing goals provided by staff and the public, will help me make decisions that are in the best interest of our community.

The 6 themes include:
• Community Health and Wellness
• Taking Care of What We Have
• Financial Sustainability
• Building Community and Relationships
• Youth Engagement and Activity
• Organizational Readiness

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

My family and I have engaged in many programs and services offered by the City's Parks and Recreation department. I frequently swim laps in the pools, and have depended on the recreation center's child care programs to keep healthy when my children were young. We have had gymnastic and pool birthday parties for our children at the rec centers. When my kids were very young, I would meet other mothers at city parks to let our kids play and socialize. My husband has an annual pass, and is currently taking private swim lessons to help recover from a shoulder injury. Both of my daughters have learned to swim in the city's pools, participated in the Boulder Barracudas swim team, taken various sports and gymnastic classes through the years, performed in the annual dance concerts, discovered a love of pottery, and participated in many summer camps including theater and water sports. My father was involved in the senior softball program.

All of these experiences have allowed me to understand the importance of the Parks and Recreation mission. Programs offered by this department create some of the most valued and fun family memories. Their senior, teen and Expand programs provide valued opportunities and encourages health. I treasure my experiences enjoying the city parks and facilities, and won't take my responsibility on the board lightly.

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303-441-3019

PARKS AND RECREATION ADVISORY BOARD

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First Name *
Marcia

Last Name *
Ginley

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-499-0148

Mobile Phone (?)
303-579-1531

Work Phone (?)

E-mail Address *
msg555@earthlink.net

Occupation
Attorney

Place of Employment/Retired
U.S. Environmental Protection Agency/Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

9/1/1970

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

-- Bachelor of Arts in Mathematics and Teaching, University of Colorado 1975
-- Juris Doctorate, University of Colorado 1978
-- Attorney/Senior Attorney, Air Enforcement (details in other programs also), U.S. EPA 1979-2012 (Lead EPA attorney on enforcement cases and enforcement representative on development of regulations/policies)
-- CU Letter winner in gymnastics. Have competed nationally in gymnastics, soccer and masters running. Ski raced growing up. Enjoy many rec sports and have played in Boulder leagues, including softball, volleyball, basketball. Also enjoy kayaking, skiing and cross country skiing.
-- Enjoy outdoor activities and extensively use Boulder parks, trails and recreation areas.
-- Have served on many policy developing groups at EPA, the Colorado Bar Association and local organizations.
-- Parent of a son and daughter. Amazing the skills one develops being a parent.
-- At a program at Columbia University, I was part of a group that was being trained in and a test group for the Harvard negotiation project

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

I have been an avid user of most of the programs of Boulder's Parks and Recreation. I have always been impressed with Boulder's dedication to and extensive programs for recreation and use of our natural resources. Now, it is payback time. It is time for me to do what I can to help maintain and develop the parks and recreation programs.

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

Most everything that I did as an attorney, especially for EPA, involved working with diverse groups with different opinions as to what should be done. This includes working with people within your own organization that have divergent opinions. In EPA matters, we often were dealing with other attorneys, scientists, technical experts and persons with other expertise. The stakeholder groups included government agencies, regulated parties and the public. The most important thing is to come to the table with respect for everyones' ideas and positions. It is very important to have an environment where communication can be open and respected. Once the ideas, and the conflict in ideas, is out on the table, then you can move forward on discussing options, benefits/detriments of ideas and finding common ground. Resolution of differing opinions seems to happen if you can understand each others situations and perspective. A very high percentage of EPA cases, in general, and also my cases were resolved by settlement.

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

As I am retired, I probably do not have any actual conflicts of interest. However, as a participant in many programs, a parent, and user of the parks/facilities, what may be perspective could potentially be perceived as conflict of interest. In situations of conflict, probably the Board members could resolve the problem by open discussion of the situation, consideration of the impact of the conflict, and determination by the individual and other members of necessary resolution (withdrawal from a determination, recusal from a matter in general, no action etc.).

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

The greatest challenge is how to acquire and utilize resources in a multi-use program. The services provided by Parks and Recreation are very diverse and broad. The programs are used by every sector of our community and, also, by those outside of Boulder. As resources become less available, we need to consider additional sources to fund our programs. Considerations must be given to the degree of self-funding that each program should have. We need to continue to pursue obtaining sources of outside funding in addition to already budgeted funds including grants, funds from national programs and other potential sources. The first effort then would be to increase the available funds. The second effort is then to determine how to distribute the funds among the competing programs. Much thinking and planning has historically already gone into this process. However, we are on a continuum and the issues and needs of programs are continually shifting. I would recommend considering the issues broadly then work down to specifics. In doing so, the stakeholders could be identified and made a part of developing a plan to resolve the divergent considerations. Overall priorities could be developed in terms of sectors of the community involved, who uses what programs, the resources necessary to support programs and the availability of resources for the program. Then the priorities could be applied in broad and specific situations.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

See above answer to number 5. Also, with regard to specific programs, perhaps the following could be considered:

-- the overall resources necessary for the program

-- percentage of the community that utilizes the program

-- sources of available self-funding for the program

-- who uses the programs outside of Boulder and what should be their funding contribution

-- coalition to fund programs with neighboring communities

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

See answers to 5 and 6 above. The question is not so much my priorities as determining what are the priorities of our community. Again, there has been a lot of historical consideration of this issue but there is an equal need to consider the issues in the changing/evolving world of today. One of our greatest resources as a community and as individuals in the community is our parks, mountain areas, recreation centers, and playing fields. The most significant thing is the opportunity to everyone to participate and become involved in the programs. Developing our priorities is not the job of an individual but rather a process to thoughtfully consider the perspectives of community members. I guess, in that scenario, I would consider myself a facilitator to reach the best possible resolution. That being said, decisions do have to be made. If we have a workable overall plan, then resolving the individual decisions according to the overall plan will be much easier than trying to decide each individual decision independently.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

We use most every service, facility and program extensively. From playing sports, to hiking the mountain trails and using the recreation centers, we have enjoyed this privilege that living in Boulder offers us. Being involved in activities has given me a broad perspective on the available programs, services and facilities. Also, I have a sense about who else uses them. My knowledge as a participant of parks and recreation activities could perhaps be useful in consideration of how programs could be improved and how conflicts can be addressed.

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Staff Liaison: Sally Dieterich (303)413-7242

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

First Name *
Tyler

Last Name *
Romero

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80303

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
719-510-4160

Work Phone (?)

E-mail Address *
tyler.romero@colorado.edu

Occupation
Rowing Coach/Fitness Professional

Place of Employment/Retired
Colorado Junior Crew

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/18/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I recently graduated from the University of Colorado Boulder with a Bachelors of Arts degree in Communication.

I Spent 3 ½ years, 7 semesters, on the University Memorial Center Joint Board and served as the Chairperson of the Board my final year. During this time I learned how to analyze multi-million dollar budgets, participate and lead conversations regarding governing policy, and as Chairperson I learned how to lead in a decision-making board setting.

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

I have not had experience with PRAB directly, but I continue to use services that it oversees. I was a varsity rower for the University of Colorado Rowing team from 2010 until 2014. I than began coaching the Boulder area youth rowing program in spring of 2014, as well as began coaching the Boulder area adult rowing program in the fall of 2015. While all of these programs are geographically located next to each other, the organization and administration of the programs remain fairly autonomous. I have unique perspectives of the reservoir because of the various identities I have had there, such as: Student Athlete, Youth Varsity Coach, and Adult Racing Coach.

I use the reservoir mostly for coaching, but I also continue to row myself, as well as participate in non-rowing Reservoir activities such as the July 4th event.

I have been using the reservoir for six years. The insight that I gained from that experience was that it is necessary to accommodate to all reservoir participants appropriately and equally as possible.

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

As Chairperson of the University Memorial Center Board it was my responsibility to encourage debate on relevant issues while striving to maintain a neutral position. The conversations often lead to conflicts among Board members concerning the policy, finances, or scope of a project. The Board is made up of diverse students, faculty, and staff. One project that led to a conflict concerned student group space allocation within the UMC. There are 70 plus groups in the UMC. Each semester they apply for space, go through a space efficiency survey, and attempt to meet the standard space requirements. If groups do not meet requirements they must appear before the Board for an inquiry. Since space in the UMC is limited, the Board must thoughtfully consider all choices. A student group representing minority students failed to meet the requirements for a third consecutive semester. If we followed the rules literally, we should have kicked them out of their space the previous semester. They had small numbers, but were very dedicated. The conflict was whether or not we should provide flexibility to minority student groups. This sort of conflict is a national debate and can get heated. As the debate ran its course I resolved conflicts by painting a complete picture of diverse perspectives, used previous examples of similar situations in order to provide scope of the situation, and encourage participants to find outside solutions to inside problems. We eventually agreed to let the student group stay in the UMC. They would move to a smaller space and the leadership of the student group would be required to enroll in the next available CU Gold Leadership class provided by the UMC in order to learn better leadership skills and organizational management techniques.

I believe that most conflicts are avoidable or at least manageable though conflict prevention techniques and patience. In my experience conflicts are less likely to occur by creating an environment where participants feel safe to act and respond to projects and people with respect and compassion rather than judgment and competitiveness.

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

I have rowed at the Boulder Reservoir for the past six years and have extensive experience with the three rowing programs currently operating out of the Reservoir. I know that the Boulder Reservoir is for many different types of activities and events, not just rowing.

Boulder City Attorney Tom Carr, and myself, are members of Boulder Community Rowing. I do not believe I will be interacting with the City Attorney's Office if I were to be a member of PRAB, thus I do not think that our acquaintance will become a potential conflict of interest.

When making decisions for the Reservoir I will maintain an objective stance, educate myself appropriately, and use previous experience to make the best decision possible.

As a young citizen I have already been exposed to public servants who have used, and than been used, by potential conflicts of interest who do not necessarily have the best interest of the public in mind. In that sense I encourage the Board to be thorough in finding out whether or not there is any real potential conflict of interest.

5. What are the greatest challenges facing the Parks and Recreation Department and how would you advise the department to address these issues? *

To answer this question, I researched the Parks and Recreation Master Plan, met with various members of the Community, and attended the January PRAB meeting. From this information I can conclude that there are three challenges that the Department is facing: financial sustainability, inclusive programming, and big ideas.

I do not have experience running an entire department, but I understand that services and projects require money to operate. The Department has seen revenue drop 8% in the last three years, the suggested problem being that revenue will not continue to outgrow inflation. The City used various committees and studies to put together appropriate solutions to the problem. It has been my experience that organizations can address cost-efficiency by establishing and maintaining a minimum reserve, being transparent about the complete cost of business from construction through building-life maintenance, and securing continued public funding.

Inclusivity presents itself as a challenge for the city of Boulder. According to trends from the Parks and Recreation Master Plan; the City of Boulder is 90% White, 33% between the ages of 18-24, the inequality gap between those earning less than $25,000 and more than $100,000 is significantly higher than the national average, and the number of individuals per household has decreased continuously since 1970. My advice would be to create low-cost accessible recreational programming to provide basic but essential recreational needs, to provide public information and programs in multiple languages, and to be administratively accountable for diversity in the workplace.

Big ideas are less of a challenge and more of a commitment. The Parks and Recreation Department has had its share of big ideas of the years, contributing to accessible recreational activities, acquisitions of bountiful physical space, and Lama camps! What makes Boulder so great is its ability to have big ideas and follow through with them. As a member on the Parks and Recreation Advisory Board I would commit to starting, participating, and sustaining a dialogue about the next big idea.

6. Parks and Recreation is asked to provide facilities and services for everything from baseball to yoga. What should the Board take into account in deciding to provide resources or subsidies for one program, but not for others? *

Managing facilities and services that contribute to the pubic good are difficult to size-down or cut because they affect more then just the financial bottom line, they affect real people. While I do not believe that a representative's personal perspective should come into decision making, I do believe that a representative need to act personally and compassionately when considering the real-world consequences.

As Chair of the Space Allocation Committee for the UMC Board I had to develop a guideline to managing the allocation of student groups within the UMC. We discussed strength of current and future leadership, actual use of space concerning membership and equipment needs, and the current diversity of membership, goals, and contribution to the community between all of the student groups.

I would apply the same principles of the space allocation process in the UMC to the similar process that Parks and Recreation must go through to identify an equitable allocation of resources to facilities and services.

7. What are your priorities regarding staffing and both operational and capital funding among the various park sectors such as neighborhood and community parks, recreation centers, playing fields, sports programs, etc.? *

On the University Memorial Center Board, I learned about the capital and operational aspects of it's $12 Million Budget. I went through the annual budget process concerning the UMC four times. During my time the UMC's budget consisted of staffing, maintenance, insurance, programs, and more.

I believe that the priority for staffing and funding is in the decision making process, and not the final placement of the funds themselves. As a member of PRAB I would be objective in program and project comparison, and attempt to reach decisions based off of historical precedent, public input, and Master Plan goals.

I do not have any specific park sector where I would prioritize staffing and funding. Although I would prioritize staffing and funding for projects that engaged minority youth in after-school and summer recreational activities, maintain our existing capital investments at a higher than national average, and invest in big progressive ideas about community, health, and stewardship.

Another priority that the Department needs to continue to fund is the Emerald Ash Borer (EAB) infestation.

8. What recreational activities do you and your family engage in? What is your experience using the City of Boulder's parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board? *

My experience using the City of Boulder's parks and recreation services remain heavily with the Boulder Reservoir.

I also frequent various parks in Boulder and often hike trails among the flatirons.

Recreation is a vital component to my life. I remember growing up in after-school and summer recreational services. My parents were hard workers which presented an opportunity for me to participate in organized recreation. I would spend about 8 weeks of the summer in various sports and technical camps, to specialty and adventure camps. After High-School I became an overnight camp counselor in the Colorado mountains for three summer seasons having complete responsibility over 8-18 kids for a week. By participating in these activates I gained social skills, stayed active, and stayed out of trouble.

I firmly believe, and study's show, individual success over time is directly related to how you spend your time outside of academic settings. Learning a new skill, engaging in social situations, and outdoors engagement are admirable outcomes of providing recreation. But the underlying reason is to provide access to all, for the opportunity to engage in activities that lead away from poor health, community disengagement, and legal ramifications.

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

PLANNING BOARD

Annual Application - 2016

The Planning Board consists of seven members appointed by City Council, each to a five-year term. The Board studies long-range planning matters, including the Boulder Valley Comprehensive Plan, and makes recommendations to City Council. The Board serves as an advisory board to City Council on applications for annexation and rezoning. The Board reviews and approves certain site and use review applications. The Board appoints one of its members to attend the Landmarks Preservation Advisory Board meetings as a non-voting advisor.

Staff Liaison: David Driskell (303)441- 3425

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Date
02/18/16

First Name *
Harmon

Last Name *
Zuckerman

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-357-4294

Work Phone (?)
303-494-3000

E-mail Address *
harmonzman@gmail.com

Occupation
lawyer

Place of Employment/Retired
Frascona, Joiner, Goodman and Greenstein, P.C.

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/10/2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Technical/Professional Qualifications:
I hold a Master's degree in City and Regional Planning from the University of Pennsylvania and have been certified by the American Institute of Certified Planners (AICP). In addition, I recently received my Juris Doctor from the University of Colorado Law School, where I focused on land use, environmental, water, and public interest law.

Skill Sets and Relevant Experiences:

• Land Use Law – as an associate attorney at a longstanding Boulder law firm, I counsel clients on a variety of issues and specialize in land use law.
• Long-Range Environmental and Land Use Planning – as Director of the Regional Plan Update for the Tahoe Regional Planning Agency (TRPA), I took over a planning process that was largely stalled and mired in controversy and was able to reinvigorate it. In 2012, the update, which also included major changes to the development code, was approved.
• County-Level Planning Division Management – as Principal Planner for Douglas County, Nevada, I was able to balance the competing goals of development and conservation by instituting a growth management system coupled with incentives for higher-density town development and preservation of agricultural lands.
• University-Community Planning – as Director of the Community Planning Program at the University of Pennsylvania, I played an integral role in developing and implementing one of the nation's leading models for university-community planning, one which resulted in the broad revitalization of the neighborhoods near campus and a marked improvement in Penn's national rankings.
• Private Sector Work – I also have significant work experience in construction management, real estate finance, and have owned and operated a small design-build firm specializing in adaptive reuse and historic preservation projects.

I have staffed boards and commissions, and I have been a member of them as well:
• Served as Commissioner on the TRPA Advisory Planning Commission (APC) and, later, staffed the Agency's Governing Board and APC as Plan Update Director.
• Managed the Planning Commission agenda and staffed County Commissioners' hearings as Douglas County Principal Planner.
• Served as a board member of the Carson Valley Trails Association.
• Served on the board of Temple Bat Yam, the Jewish congregation of South Lake Tahoe, California, including two years as Board Treasurer.

I am a principal or contributing author of the following publications:
• 2012 Lake Tahoe Regional Plan Update
• 2007 Douglas County Open Space and Agricultural Land Preservation Plan
• Douglas County 2006 Master Plan Update
• "Eds And Meds: Cities' Hidden Assets" (a Brookings Institution white paper)
• The Spruce Hill Community Renewal Plan (winner of the 1996 Outstanding Plan award from the Pennsylvania Planning Association)

I also completed the State of Nevada's Management Skills Training Course (a six-week workshop for public employees), and I am committed to teamwork, recognizing and respecting diversity, and implementing efficient and effective management systems.

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

The public hearings for the proposed “Baseline Zero” project cemented my interest in participating in planning and the public process that accompanies it here in Boulder. I saw engaged Board members asking the kinds of questions that needed to be asked. The staff was thoughtful and prepared; their written report and public presentation were more thorough – at concept review – than most staffs’ work is at a final approval hearing. And the public comment was outstanding. The Martin Acres residents orchestrated a presentation that mixed professional analysis with neighborly concern in equal proportions. The quality of their work product and their level of civility was remarkable.

Despite all of the great work that staff, the Board, and the community is doing, however, I have also observed what may be an unhealthy level of political posturing and fear-based analysis in the planning and public engagement process. These elements distract from and hamper the proper application of the criteria for approval or denial of projects. Moreover, in such a climate, meetings are overly long, and the Planning Board has less time and license to elevate the discourse and drive a discussion and a vision for addressing the needs of the community.

Doing work that serves the public means a great deal to me, and I am a passionate proponent of good land use planning. I hope to provide a reasonable, knowledgeable voice on the Board and help to focus its analysis on appropriate application of the criteria for approval, enforcement of the Code, and compliance with the Comp Plan and other applicable plan documents. When a board demonstrates such discipline, it creates the room to occasionally engage in thought leadership and offer its vision to staff, applicants, and the public.

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

In 2002, a citizens’ alliance called the Sustainable Growth Initiative Committee (SGIC), concerned that rapid development was threatening the scenic and environmental quality of Nevada’s Carson Valley, placed a growth cap on the ballot. The measure, which limited new annual residential building permits to 280, narrowly passed. Developers then succeeded in a lawsuit to keep the County from enforcing the cap, and for the next several years, the County continued to issue about 600 new permits a year to the dismay of SGIC. This was a boom time, but it was marked by unease on both sides, as no one could be sure of the future.

In 2006, SGIC appealed the court’s decision and won a reversal. Now the development community was enraged. The County committed to seek a legislative solution as a compromise, which was a daunting task: SGIC and the developers had become entrenched in their adversarial positions and the conflict had become an issue of county-wide concern for citizens and businesses. The District Attorney and I were assigned to draft a growth management program that the County Commissioners could support. After months of multi-lateral negotiations and several of the best-attended public hearings in the history of the county, we succeeded in passing an ordinance that created only the second growth management system ever implemented in Nevada (the other belongs to Carson City).

What made the solution work, besides all of the negotiation and vetting and listening that we did, was that it was practical. The building industry was, by then, in recession, and developers did not need many building permits. Therefore, we were able to cap annual permits at 168 for the first year and limit annual growth from that base to 2%. This satisfied SGIC. However, we made exceptions to let vested projects go forward and created a system of “banking and borrowing” to allow developers to use future permits sooner or save current permits for later, which provided developers the flexibility they needed. Nine years later, this solution – because it reflected the values of the community and the realities of the times – is still working.

The techniques that made this solution possible were:
• Listening (first and foremost) – I had multiple meetings with each of the Board Members and Planning Commissioners, as well as representatives of SGIC and the development community.
• Creative Problem Solving – All kinds of good ideas must be put on the table. The ordinance never would have passed without the creative solutions it included.
• Robust Public Process

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

As an attorney working to build a land use practice in a Boulder law firm, I am sensitive to the potential for conflicts of interest that may arise. However, I have discussed this issue with other local land use attorneys and believe that it is a not something that will come up often, and in any case it is manageable. For example, one of my firm's shareholders has been practicing land use law here for eight years and has only been in front of Planning Board one time. Therefore, I believe that the issue of conflict should not preclude my application to be appointed to this Board.

My approach to conflicts is that maintaining the public's trust is of paramount importance, and recusal is necessary where there are real or perceived conflicts. If a potential conflict were to arise, I would use my best ethical discretion and proactively address the conflict. This would necessarily involve analysis of Boulder's Code of Conduct in Revised Code Chapter 2-7 and consultation with the City Attorney as needed.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you takenor experience have you had that have shaped your thinking about urban planning? *

• Transportation – Conversations about transportation (and parking) are incomplete without a focus on land use planning and how density and land use decisions both drive and are driven by transportation planning. We have to work to dovetail our transportation improvements with the Climate Action Plan and the needs and values of the community. My personal experience in this area includes integrating the updates of the Tahoe land use plan and the Tahoe Metropolitan Planning Organization's transportation plan, which by federal mandate could not conflict. In doing this, I dealt with similar land use and transportation goals as those being discussed here in Boulder.
• Density – To have walkable, livable communities that are served by transit and contain affordable housing, some density is needed. However, it is not needed everywhere. Planning for density involves protecting neighborhoods that should not be disrupted and introducing density in appropriate places, such as Boulder Junction and designated transit corridors.
• Boulder Valley Comprehensive Plan Update / Subcommunity Planning / Form-Based Code – Planning at the subcommunity level and form-based coding hold forth the potential of greater certainty for neighbors, developers, and staff alike in project review. However, to do this kind of planning right, it must be based on and influenced by the Comp Plan so that the overall needs of the community are considered by each subcommunity and guide the subcommunity planning process. Having spearheaded two major plan and code updates that involved much local-level outreach, I could be a useful participant in the development and review the Comp Plan update, subcommunity plans, and code updates.
• Affordable Housing – Providing a variety of housing options so that we create a more inclusive community and reduce the environmental costs of commuting is a major priority. Providing affordable housing needs to be an all-of-the-above effort, with focus on building on-site affordable units where appropriate, effective use of the in-lieu program, and creating affordable density into our land use and transportation plans, such as the one for East Arapahoe Avenue.
• Co-op Housing and Other Creative Solutions – Boulder has a long history of thought leadership in planning. However, our code dates from the early 1980s, that is, before the Internet, telecommuting, and the many changes that have occurred in the past three-plus decades here and in other nearby Front Range communities. Boulder ought to maintain its status as a though leader and innovator in planning. It should keep giving in to the impulse to try out new solutions based in bold vision and municipal courage. We must temper and balance that impulse, however, by thoroughly vetting pilot projects and making sure that we attempt them in proper locations at appropriate scale.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

Three Most Successful Examples:
The Paths – Boulder's multi-purpose paths are robust, attractive, and useful. Their construction is a testament to good government, good design, and the willingness of of taxpayers and developers to pay their share. Given how compact Boulder is, new residents quickly realize that many car trips can become easy bike trips, thanks in large part to the paths. When I was in law school, I realized that many of my classmates came here as drivers and then became cyclists and bus riders, given the viability of alternatives to automotive transport.

The Creeks – While other cities would have piped their creeks underground, Boulder chose to highlight its drainage system. The creeks, which flow above and below grade through Boulder and often parallel the paths, bring the beautiful, the cool, and the wild right into our midst. They mitigate flood danger, recharge our groundwater table, and create habitat. They are also extraordinarily well engineered. I learned this during the September 2013 flood, when I took a walk on the Bear Creek Path west of Martin Drive to see how the channel was holding up. The creek had overtopped its banks, but it was flowing across a low point in the path, spreading out in an engineered wetland on the other side, and then flowing back across another low point in the path and into the creek again about a hundred yards further down. Until that day, I had never even noticed this deftly-designed flood relief solution, and now it was working exactly as planned. Later, I found out that it had been the site of a house until the City bought it and built a stormwater management project there. This is civil engineering at its best, even if the flood was so big that it eventually overwhelmed the system. What was once a house is now a beautiful public amenity that can improve infiltration and water quality and, during floods, save neighbors from the greater damage they would suffer otherwise.

The Mixed-Use Project – There is a wonderful little development on the northwest corner of Pearl Street at 8th. This project, though small, is one model of how to add density and walkability in a very appealing manner – and without requiring additional height. It is a marvel of sensitive mixed-use design with brick storefronts that blend in with the older buildings in the neighborhood. The storefronts surround an outdoor alcove with simple, handsome decoration and metalwork, while the commercial upstairs contains an interesting mix of professional offices. In back, there are two rows of attached houses separated by a brick courtyard above hidden communal parking, and the houses have porches both front and rear. Despite being just two blocks from the Mall, the residents leave patio furniture sets and barbeque grills outside, unchained. The stairs and catwalks that connect the second floor commercial to the ground level retail look like private walkways, but in fact they are public, as is all the outdoor space in the project. This development is quietly showing planners and architects how to create density, privacy, safety, community, and beauty.

Three Least Successful Examples:
Boulder's Strip Malls and Auto-Oriented Development – These glaring mistakes of past practice are the product of convenience and outdated, pre-Comp Plan development concepts. Strip development represents possibly the greatest opportunity to improve the built environment of the city, as sensitive redevelopment projects and infill can help remake Boulder with appropriate density and create energized, beautiful, and walkable streetscapes.

Canyon Boulevard – Best illustrated by the monolithic walls of the Transportation Center and its adjacent buildings, Canyon could have been done better. The midtown portion of Canyon fails to energize the streetscape, which is particularly evident when one comes on foot from the Pearl Street Mall and feels the letdown in energy. This boulevard could also do more to capitalize on the natural beauty of the open space at its extreme west end.

Auto-Oriented Neighborhoods – The auto-oriented residential development patterns in certain parts of Boulder, while providing amenities like large yards, off-street parking, and relatively quiet streets, sometimes impede Boulder's attempts to achieve its planning goals. The pre-Comp Plan, suburban housing model in these neighborhoods does little to foment transportation efficiency, affordable housing, diversity, and walkability. While making land use changes in some of these neighborhoods would not be advisable, there are others that could be made more attractive and functional if we allowed certain, limited additional uses to provide residents with amenities that are currently missing.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

One set of regulations that especially conflicts with the goals of fostering redevelopment, mixed uses, sustainability, and walkability, is minimum parking standards. For example, the requirement of 1.25 parking spaces (rather than just one) per one-bedroom unit in residential developments where such units are 60% or more of the total (see Table 9-2 in Boulder Revised Code Chapter 9-9-6) conflicts will each of those goals. Boulder's planning regulations should encourage developers to propose sustainable projects and attract diverse buyers and tenants, rather than perpetuating a status quo based in a semi-suburban model that is largely indistinguishable from that employed by other communities that do not share our aspirations and goals.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

Boulder can embrace concepts that promote alternative modes of transportation, such as car and bike share programs, EcoPasses for everyone, and “unbundling” parking from the uses that it serves. Where pilot projects to implement such concepts result in land use and transportation (as well as private economic) benefits, the projects can be expanded. There should be an emphasis on focusing density in areas that are equipped, or should be equipped through transportation and transit improvements, to accept additional density. Education and outreach can reduce traffic with no physical changes – and at very low cost – if it is aimed at offering local businesses ways of reducing vehicle trips (such as paying employees to use public transit, giving bonuses to employees who relinquish their parking spaces, and ridesharing). Boulder should consider making changes to the design standards so that modern innovations that are currently discouraged can be encouraged; for example, if the City abandoned its essentially suburban street design standards, it could foster the development of non-arterial streets designed first and foremost for pedestrian safety and environmental benefits.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

For Boulder to achieve its goal of having “15-minute neighborhoods” where people can live, work, and play – and where there is housing diversity that allows citizens of varied means to live together and contribute to each other’s lives, we will need to allow additional density in some areas and maybe additional height. The challenge is how to do that while ensuring that new development is focused on appropriate locations, is well-designed, and actually results in a more livable community that is more friendly to the environment – and not just more traffic, more density, and more unattainable real estate.

My experience of building and development in Boulder is that it is being done at a competent level, and that it provides amenities that are unusual in most cities of our size. Developers here must budget for affordable housing, pedestrian improvements, and environmental regulations that all benefit the public but pinch their bottom lines. Despite these requirements and a discretionary approval process that can be the enemy of predictability, they generally produce a quality product.

However, the buildings that are built rarely delight with unique design or aesthetic flourishes that match the amenities the buildings provide, and maybe this is related to the expense and unpredictability of doing projects here. Updating our plans and our code to incorporate great modern planning principles and new design concepts while maintaining a balance with our local values would improve this situation. Boulder has done a great job of preserving viewsheds and quality of life for its residents. One of the negative by-products of this has been a culture where developers are less than free to propose groundbreaking designs, and the public is justifiably wary of proposals that stretch the existing code to its limits without providing delightful architectural and planning solutions.

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PLANNING BOARD

Annual Application - 2016

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Staff Liaison: David Driskell (303)441- 3425

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Date
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First Name *
Hollie

Last Name *
Rogin

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
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Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-427-3157

Work Phone (?)

E-mail Address *
hrogin@gmail.com

Occupation
Marketing Strategist

Place of Employment/Retired
Posit Partners (Contract Partner)

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/15/1996

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am a partner in a strategic consulting firm (www.positpartners.com) focusing on cleantech and medical device industries. As such, I work with C-level executives in Fortune 500 enterprises and entrepreneurial startups alike. During the course of my 20+ year career, I've honed my diplomatic and consensus-building skills while diving deeply into highly technical subject matter ranging from IBM blade servers to hydrogen electrolyzers. Decision-making at high levels in corporations can be highly politicized and contentious. I am skilled in diffusing heated discussions by encouraging participants to focus on facts at hand. I've led well-received and highly attended seminars in building business cases for the national Cleantech Open organization, the Colorado Cleantech Industries Association, National Renewable Energy Labs, and the Federal Lab-Corps program. I served on the Board of the Colorado Cleantech Industries Association from 2012-2014.

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

I have not had direct experience with Planning Board; however, I have a keen interest in helping to build the future of Boulder. I moved here in 1996, partly because of the logical and thoughtful manner in which development was considered. I'd like to be a part of continuing that tradition, and I believe I will bring a pragmatic approach to sometimes-thorny issues. I follow planning policies closely, and am extremely interested to see the results of the impact fees working group particularly as higher levels of service logically must be accommodated in new developments such as Reve.

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

A global Fortune 150 enterprise client is currently making a significant shift in their business model. As a part of that shift, they engaged my firm to provide strategic direction in the form of positioning their company relative to their competition in this new space. My business partner and I presented our recommendations to the Chief Executive Officer, the Chief Marketing Officer, and other company leaders. The substance of the presentation forced the executives to consider some hard choices regarding where to focus their energies and "place their bets" on the future. The CMO aligned immediately and totally with the CEO. The other company leaders weren't so sure, and their opinions were being muffled by the CMO, who attempted to lead the conversation down a different path entirely. To ensure that the CMO felt he was being respected and that the other company leaders were being heard by the CEO (who was the ultimate decision-maker), I called a 10-minute break in the hours-long session so that I could set up a whiteboard listing objective pros and cons, based on research, of the decision being debated. I also added a "Parking Lot" section on the whiteboard. After the break, the entire team went round-robin adding to the lists. Any topic not germane to the conversation was added to the "Parking Lot." At the end of the meeting, it was clear to see what the right decision was; everyone felt (and was) heard; and the CEO had consensus among his team.

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

I don't believe I have any potential conflicts of interest, as I am not involved in any way with any development endeavors and don't intend to be. I believe that if there is a perceived conflict of interest, a Board member should recuse him- or herself from the matter at hand.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you takenor experience have you had that have shaped your thinking about urban planning? *

I am concerned that the increasing urbanization of Boulder will place undue strain on the current infrastructure, city services, and the environment, and I'd like to help ensure that planning is conducted to prepare for the needs – transportation, affordable housing, and carbon emissions, to name a few– of increasing urbanization. Though I do not have specific experience with urban planning, I have built a successful career on quickly and thoroughly learning highly technical subject matter, analyzing that subject matter, and helping to guide decision-making processes around it. I've recently read Happy City (Charles Montgomery) and was struck by the degree to which people are happier without long commutes and with natural spaces and human-scale built environments. I was struck by Doyle Albee's comments regarding his extremely reduced vehicle mileage at the Council meeting after moving close to Boulder Junction; fifteen-minute compact neighborhoods appear to enhance happiness and reduce carbon emissions. I am also extremely concerned with how the City will help protect its mobile home parks as legal tax lien purchases appear to be a burgeoning trend.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

Most Successful #1: The Poplar Affordable Housing Community
This "sweat equity" affordable housing community is a great example of how affordable housing can benefit from collaborative approaches. It is located around a central green, provides permanently affordable ownership, and is extremely visually appealing. The neighborhood is now more than 20 years old, and is a shining example of how an affordable housing project can seem to have "always been there." The planners for the project ensured that its design features created a sense of place, with front porches that face shared space and small picket fences. Density was increased yet outdoor space and landscaping remain central; the units vary in size, cars are parked behind the homes.

Most Successful #2: Red Oak Park
This affordable rental community is close to transportation and services; is energy-efficient; and is set back from the road and centered around a playground and community center, fostering a strong sense of community and providing visually appealing and seemingly extremely desirable livable housing in a central location, all with ENERGY STAR certification and solar panels that can produce more energy than is consumed. The fact that the units were leased to former site residents is hopefully an indication that Boulder will continue to help ensure mobile home park residents have consistent housing options.

Most Successful #3: Holiday
A mix of affordable ownership opportunity, retail, commercial and market-rate housing has created a beloved, sustainable, walkable neighborhood with green spaces and located on a main transit artery. The scope of this undertaking from a planning perspective was enormous, and its success lies, I believe, heavily with the many agencies that participated, including Boulder Housing Partners and the Sustainable Futures Society.

Least Successful #1: Gunbarrel Center
The original goals of Gunbarrel Center included a mixed-use, walkable neighborhood with affordable housing options. One of the Gunbarrel Town Center plan's objectives was to "break up the large superblocks and make access to and visibility of individual retail shops easier for cars, bikes and pedestrians. Smaller blocks combined with interesting, pedestrian-scaled architecture will also encourage walking, biking and active transportation." As built, Gunbarrel Center has no affordable housing, no increase in retail and services, and minimal walking/biking opportunities.

Least Successful #2: 17*Walnut
While the previous 7-11 and its neighbors were not exactly visually appealing, they did bring convenience and variety (including Buffalo Exchange). This upscale development provides outdoor space for its residents, but appears monolithic in nature to the public. It boasts energy-efficient design, but no on-site renewable energy sources. Its design falls outside of the current aesthetic of the neighborhood.

Least Successful #3: 29th Street Mall
This redevelopment project could have included more pedestrian and bike access; more external community gathering opportunities (including rooftop), and less surface parking to enhance the visitor experience and create opportunity for community interaction. Instead, though it is solar-powered, the Macerich development feels like it could be in any other town in the country.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

Revisit 9-13-8 Off-site Inclusionary Housing Options. Cash-in-lieu enables flexibility relative to on-site affordable housing, which is particularly attractive to smaller developments. It multiplies purchasing power by acting as the seed equity for securing grants and state and Federal sources. In practice, however, it appears to be creating islands of affordability that are not located near robust public transportation or essential services. To have a vibrant, inclusive city, affordable housing should be to an extent be made available in all new developments.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

Reduction in the transportation impact that results from growth necessarily entails reducing vehicle miles traveled. To reduce vehicle miles traveled, residents must have multiple attractive transportation options. The reality is that though Boulder is beloved by cyclists for very good reasons, not every resident of Boulder can or desires to travel by bicycle. Ensuring bicycle routes during land use planning is essential; however, the same planning should also ensure pedestrian routes. Perhaps it would behoove the city to require employers of over a certain number of people to provide shuttle services, similar to NCAR and the now-defunct Crispin Porter shuttle from North Boulder to Gunbarrel.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

Change is inevitable. Growth is inevitable. I believe that there is a way to foster economic vitality while preserving the character and values that make Boulder great. The influx of business (particularly technology) into Boulder has raised housing prices dramatically, just as it has in Venice Beach, CA, forcing out the working- and middle-class and eroding the character of the town. I believe Boulder has to think deeply and act carefully to minimize the chances of that happening here. This includes a middle-class housing strategy (in process) as well as protection of our mobile home communities. I believe the city and its residents would be best served by thoughtful development that may be constrained by necessity due to inadequate infrastructure and services. Part of preserving Boulder's character is preserving its views of the mountains in public spaces and maintaining the human and small-town scale and feel we all love. The building height restriction was a thoughtful and innovative way to do so, and should be continued. Buildings that reflect the natural environment in scale, material and use of green spaces, with multimodal transportation options, will go a long way.

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PLANNING BOARD

Annual Application - 2016

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Staff Liaison: David Driskell (303)441- 3425

Meetings are generally held the first, third and fourth Thursday of the month at 6 PM in the City Council Chambers.

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

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

Date
02/08/16

First Name *
Jill

Last Name *
Grano

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-945-0601

Work Phone (?)

E-mail Address *
jill@jillgrano.com

Occupation
Residential Real Estate Broker

Place of Employment/Retired
RE/MAX Downtown

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

10/1/2003

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

- I hold a degree in Political Science from The College of William and Mary.

- I am a professional residential real estate broker in Boulder, CO. Through my work in real estate, I have first hand experience in Boulder's housing market, including mobile home parks, Affordable Housing, the H2O Home Ownership Program, attached homes, detached homes, and luxury properties. The majority of my buyers are first time homebuyers in the 25 - 35 age range, so I have a strong sense of the challenges that young families face when trying to purchase a home in Boulder.

- I currently serve on the Board of Zoning Adjustments. I also served on the City of Boulder's Housing Working Group, "Creating Diverse Housing Choices in Every Neighborhood" in 2015.

- In 2015, I raised $50,000 for two local families in dire need. Both families did not have housing and faced desperate medical situations. Through a Go-Fund-Me campaign I was able to raise enough for the first family (a single mom with three children, one who is disabled) to purchase a mobile home for her in Boulder Meadows. The joy of being able to help someone so significantly was incredible, and this experience also provided me with a close look at our mobile home communities and the value that they bring to our City.

- I served on the Board of Directors for New Era Colorado for 5 years (until 2014). I have served as a volunteer for the Homeless Shelter and Meals on Wheels on and off for the last 7 years. I was also awarded Biz West's Top 40 Under 40 business leaders award in 2015. I believe these experiences are relevant in that they show my deep commitment to the Boulder community.

- I think an important relevant factor is my age. I am 34 years. 52% of Boulder is age 18 - 39 (2015 Comp Plan Survey), yet not a single member of the Planning Board is within this age range.

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

I have had many indirect experiences with the Board, simply as a citizen of Boulder. I am interested in becoming a board member because I care deeply about Boulder and I believe that smart, thoughtful planning is essential to our community. I am raising two children here (Ryder, age 11 and Treker, age 2) and I want Boulder to be as incredible for them in 25 years (and beyond) as it is for me now.

I have read Planning Board decisions for years, and have read a handful of full packets for the last year, and watched meetings on Channel 8. I have wanted to serve on this board for many years but felt that I should apply only when I had a strong foundation in our community and the planning issues it faces, and when I had enough time to dedicate to the board. I am ready now.

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

Being a mother and real estate broker, I have had many disagreements and conflicts to work through.

Perhaps the most interesting specific example of a conflict I was involved in was when I worked with professional female skateboarders at Action Sports Alliance. At that time, skateboarders were the only women invited to the X Games, but they were paid virtually nothing and given no air time. A couple of the top-ranked girls in the sport decided to boycott the X Games in order to gain leverage with ESPN to negotiate better treatment and pay for women. They wanted all the girls to get on board with the boycott, but not everyone wanted to, so massive disagreements between the girls ensued. I was hired by The Alliance to be the Athlete Liaison between the girls wanting to boycott and broader group of girls who were not so sure (and then later to help negotiate with ESPN).

We needed a united front for the boycott, but it was a tough proposition because not showing up at the X Games when you are a 17 year old girl whose dreams rest on becoming a name within the sport could mean career suicide. There were many disagreements over the best course to take, and parents involved who only wanted what was in the immediate best interest of their daughter, not thinking about the sport as a whole.

I helped resolve these conflicts by listening to each of their concerns. One by one, I heard everyone out and realized that confusion and fear were the dominant emotions. Immediate gratification v. long term thinking was a also huge theme.

Next, I worked to address each of their concerns and to educate the girls and parents about why we were doing this, and the confidence we had that no major network would allow the only women invited for a big sporting event not to show up. Billie Jean King had already done this in the 1970s with tennis, and we had the backing of her organization, the Women's Sports Foundation.

We found that education was huge. Armed with more confidence and knowledge, we got more girls on board. With a united front in place, ESPN negotiated with the girls and agreed to bring them to parity with the men. It was a huge victory in the history of women's action sports. Here is a piece the NY Times did after it was all over: http://goo.gl/hJ0B0n

In this situation, our path to compromise among the women was: 1. Listen (and understand) the concerns. 2. Address concerns and Educate. 3. Try to think as a whole, not in fractions.

I believe strongly that in every conflict, people need to be heard and their concerns addressed with consideration and respect.

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

I have looked over years of decisions and have never felt that I would have a conflict of interest. I only sell existing homes. I have never worked with nor represented a developer. Furthermore, I have never been a partner, consultant, nor investor on a development project.

The community may perceive a conflict of interest because of the misconception that real estate broker = developer, but that is far from true and I am happy to provide all of my home sales to the public to show that I don't have a personal interest in the developments that Planning Board has reviewed.

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you takenor experience have you had that have shaped your thinking about urban planning? *

I think that the number one issue facing our City is our need for more affordable housing. Specifically, I think we have a dire need for Middle Income Affordable Housing that matches the needs of families. I also believe that our commitment to better transportation, carbon reduction, and our preservation of open space is critically important. I feel strongly that we need well designed communities for the long term health and prosperity of our city.

Regarding our need for more affordable housing, I would bring valuable insight to the Board as someone who works with prospective homeowners daily in trying to help them find housing. As I write this, I am working with a family who I helped purchase a Low Income home a few years ago. Now they have 4 children and I am helping them buy a Middle Income home. This is an incredible, hard working couple -- she works in youth addiction recovery and he works for Jared Polis. I think it is important to understand the faces behind the people whom we talk/read about needing housing - I can help bring that perspective. These are real people and important members of our community.

I think that it is important for neighborhoods to participate in planning conversations. I am thankful for our new neighborhood liaison and think she is doing a great job so far. The neighborhood grants being offered are very cool and I am excited for more neighborhoods to participate in that program! That said, we are a whole city and should plan for the well being of the City as a whole, guided by the Comp Plan. Within the principles set forth in the Comp Plan, neighborhoods should be respected for their voice and contribution.

I believe that I have the ability to think broadly and that I could bring some creative ideas to the table. For example, I think we have opportunities for public/private partnerships or nonprofit/private partnerships in creating market based affordable housing. Where appropriate, I would love to see us explore the possibility of land trusts that we zone for tiny homes or small homes, similar to the mobile home structure that we currently have in place, but with greater security in the preservation of the land and more current, sustainably built homes.

I have read the 2010 Boulder Valley Comp Plan, the 2015 Comp Plan Survey, The North Boulder Sub-community Plan, and many more City of Boulder planning related documents. Additionally, I have read much of “Street Design: The Secret to Great Cities and Towns” by Victor Dover and John Massengale. I think the concepts in this book are incredible and I am happy we are working with Victor in our Design Excellence Initiative.
I also like the site NewUrbansim.org and the concepts of New Urbanism as a whole. Better Cities & Towns (bettercities.net) also has some good content.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

There are many successful examples of planning in Boulder, including the Boulder Valley Comp Plan, the North Boulder Sub-community Plan, Compatible Development regulations, etc. Regarding specific, named projects other than Pearl Street Mall, I think that three of the most successful are:

Holiday Neighborhood

- This was a successful example of the City stepping in with a vision. Highlights = great idea to involve multiple different architects and builders in order to create character; good mix of housing types and price ranges, including affordable homes; overall good job managing parking & traffic; good job creating open space and parks; good job incorporating business on the perimeter. I love Wild Sage Co-Housing and think it's a successful community that we should look at replicating in other areas.

Iris Hollow

- This spot was properly identified as a good one for mixed use housing. This is a good example of strong transit oriented development with easy access to bus routes and bike paths, and great amenities nearby - a well-done "15-minute neighborhood." I think part of the neighborhood's success is due to its strong design - charming "front porch" homes, many with ground level access. Narrow streets, diverse housing products, good open space. Overall really good job creating an isolated/container feeling in this neighborhood even though it borders two busy roads.

S*Park

- This is to-be-developed of course, but I think this is a recent planning success, and an example of how we can achieve broad consensus in a polarized environment if we have thoughtful planning and design in well thought out locations. Here's what I excited about in this new development:
1. It is in line with the City's growth plan, as well as the City's need to increase affordable housing options.
2. It provides a community where people have the option to rent, own through the city of Boulder's Affordable Program, or own on the open market.
3. It values green space and trees, a component desperately missing in other new developments.
4. It redevelops an area that needs redevelopment... The 30th St. corridor is important for Boulder and this fills in an important missing puzzle piece.
5. It values commercial and retail partners, creating a community where amenities are close by, thus reducing car traffic.
6. The architecture is diverse.

Three unsuccessful planning projects include:

Table Mesa Shopping Center & Diagonal Plaza

- Table Mesa and Diagonal Plaza are both examples of how best practices in planning and development have shifted over the years. When these plazas/centers were built, we did not understand (or, at least we didn't utilize) the concepts of New Urbanism, Placemaking and the importance of quality design. We also allotted far too much space for parking, and not enough for green space.

Gunbarrel before Gunbarrel Center

- Gunbarrel is essentially a satellite town within the City, yet we didn't plan for it as such until recently. It seems that we thought of it more as an overflow community, when it could have been a vibrant area with it's own distinct character long ago. Gunbarrel has desperately needed a town center, quality amenities, more mixed use and Affordable Homes, and stronger design for years. I believe Gunbarrel Center will vastly improve the area.

The Junior Academy Site (Now Trailhead)

- While this project was under review, it seemed that most conversation was around homes being TOO dense on 4th Street. Why weren't we more focused on the question: "Are 23 homes in the $1.5 - $3 million range really what Boulder needs?" In the conversation about density it seems we sometimes lose sight of the product TYPE that we are developing. For example, Newlands was originally built out as a family oriented neighborhood full of modest ranch homes. Perhaps we could have allowed this to be a bit higher density and made charming cottages, modern ranches, and even San Francisco style townhomes all targeted in the $700,000 - $900,000 range, plus middle income Affordable homes on site in the $300,000 - 500,000 range. It seems to me that this was another missed opportunity to create more affordable housing without sacrificing too much neighborhood character.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

As a member of the Planning Board I would have the specific responsibility to review projects within the defined context of the Comp Plan, land use regulations, site review criteria, and more. My intention would be to act within my purview, as a Planning Board member is meant to do.

That said, if I was Queen of Boulder, I would look at the following planning related changes:

1. I would get ahead of development by providing updated plans in places we know may be slotted for development or re-development in the future. (I understand that area planning and sub-community planning can be costly and time consuming for staff, so I consider that a broader issue that council should address with staff based on budget and workload. I would support updated sub-community or area plans (as called for by the Comp Plan). However, I am referring here to very specific locations that we know are going to be available to purchase/redevelop and will come before staff in near future. Is there a mechanism through which we could review these locations?) Here is one specific example: 2300 Iris is a 6.35 acres parcel of land which is zoned Agricultural but rests in a prime spot near strong transportation and a residential neighborhood (and a school). This property was listed on the market for almost 2 years before being purchased. In 2015 the land was purchased and one large home is currently being built on it. I see this as a missed opportunity. With some simple re-zoning, this property could have been perfect for a medium density housing development. My dream as Queen is that this would have become a mix of small detached residential homes along the neighborhood border to the south, and Middle Income Affordable townhomes to the north, with a park in the center … and we would have preserved as many of the beautiful old growth trees as possible, especially along the street.

2. I would look broadly at policy and attempt to apply the age old practice of: Incentivize what you want; Tax what you don't want. As a community we need more affordable housing. Therefore, how can we incentivize developers to create more affordable housing? I believe this can be achieved through zoning intensity incentives, tax incentives, parking incentives, and more. Here is an example: Let's say that we are in a RH-2 zone. By right a developer could build 14 units per acre, and 27.2 with review. In Boulder, 14 well done units per acre will easily sell for $1- 1.5 million per unit. In order to incentivize a developer NOT to do that and instead to build Affordable units, perhaps we streamline the review process for 27.2 if - for example - more than 50% of the units are on-site deed restricted units. Perhaps we add additional tax credits to each affordable unit as well, and/or provide a city fund for the affordable units' HOA program (knowing that we frequently have HOA issues in Affordable neighborhoods).

3. I think we need to define Community Benefit. This is something we have been talking about for years, but we are still not clear. It is referenced in the Comp Plan, but what does it mean? We should probably add a paragraph to define Community Benefit to the 2015 Comp Plan.

4. I would continue to have pilot projects that use form based code and - if successful - begin to implement it across Boulder. I think we need to carefully review what sections of our current code that form-based code would supersede. As of now (as I understand it) it is another layer on top of existing site review criteria, but in its true form (and as it's in practice in other places), form based code is meant to replace site review criteria. What does that look like in Boulder? What criteria does it replace? What are the discretionary review triggers? I would continue to carefully research and pursue this worthwhile endeavor as Queen.

5. I think that loosening co-op regulations and accessory dwelling regulations in a City like Boulder makes great sense, so I would do that. (I am more nervous about loosening occupancy regulations across the board. If this is a direction that I was forced into as Queen, then I would insist that it be done in pilot programs in carefully selected neighborhoods.)

6. I would attempt to work with CU Boulder to build more student housing on campus.

7. I would look more closely at the properties we are annexing. Should they be annexed? If so, in most cases it does not make sense to me that they are remain RL-1. These are perfect opportunities to create medium density neighborhoods with a stronger Affordable presence. Or in places that have large swaths of raw land being annexed, let's try out some new ideas, like the land trusts that I mentioned above.

8. I would continue to pursue the goal of all new construction being net-zero by 2030.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

Transportation and land use are tightly intertwined. Every land use decision has an impact on transportation. Good transit oriented development is key for reducing transportation impacts. Within TOD, I think that applying key tenets of Placemaking would help residents of that area drive less and age in place (regardless of age). These tenets include: 1. Well defined public spaces that create outdoor rooms; 2. Mixed Use; 3. Pedestrian level retail, including key cafes and other frequently used spaces/services; 4. Tree lined streets. It's become a buzzword recently, but 15 minute neighborhoods are key to reducing traffic, and thoughtful placemaking will help accomplish this.

Some other specific ideas that we could create pilot projects around:

- Park and Bike locations for commuters traveling into Boulder could be great. These lots or parking structures would be carefully placed on the outskirts of Boulder, along in-commuter routes and ideally near bike paths. Busses would pick up there regularly, and perhaps we could even create other incentives to use it, such as Eco-Passes for all in-commuters.

- For new commercial spaces, we could consider parking maximums rather than minimums, and provide covered bike parking and showers in buildings.

- I would love to see the old trolleys come back. They are a historic part of our community and I really do think they would add character and become a "thing to do" for tourists. Car companies snatched up our trolleys many years ago in an effort to make us drive more - Let's snatch them back in an effort to make us drive less.

- We could do more to encourage car sharing. For example, we could have prime parking spots reserved for those with car share permits, just like the handicap parking system. This is being implemented in other communities, but does not exist to my knowledge here.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

I have talked a lot about design in this application - Yes, better design is needed! Form-based code, if done properly, could help. Principles of New Urbanism, Placemaking, and TOD will help. I am also really excited about our new Design Excellence Initiative.

I have also talked a good deal about intensity - Greater intensity is needed in some areas to help increase affordable housing. Intensity could also be used as an incentive or bargaining tool with developers.

Regarding parking reductions, I think that we could use reductions in key areas downtown, and in areas with strong transportation. Perhaps parking reductions could even be used as an incentive for Affordable Housing, especially when the communities are linked to all-mode transportation opportunities.

With regard to building height, I think that it is important to preserve view corridors. It is also important to create streets which act as rooms or containers so as to encourage more pedestrian use. Design principles, such as those expressed in "Street Design" and many other places, indicate that a 1:1 ratio is ideal. Therefore wider roads really want taller buildings (not taller than 55 ft) - Otherwise it just looks like suburban sprawl. More narrow streets want smaller, more pedestrian sized buildings.

I think one of the challenges for people has been the pace of development. After the 2008 crash, there was a lot of money on the sidelines for a few years. That money is being dumped back into the economy now. I completely agree with our 1% growth standard and wonder if we (as a community) were used to less growth through the recession and now feel shocked by what 1% looks like? I would love to see us try to focus the growth that will inevitably continue on affordable housing options, both private and public.

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Staff Liaison: David Driskell (303)441- 3425

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

Date
02/17/16

First Name *
Thomas (Tom)

Last Name *
Johnston

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80303

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-494-0295

Mobile Phone (?)
617-429-8251

Work Phone (?)

E-mail Address *
motveb@aol.com

Occupation
Business owmer

Place of Employment/Retired
Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/10/1958

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Local business owner, 30 years. Past president of Boulder Jaycees. 35 year member of The Boulder Chamber of Comm. 8 year board member of the YMCA. City council candidate 2011.

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

City council candidate 2011.

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

12 years on boards with 9 to 20+ members
Listen, everyone believes they are right. Support the best.

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

None

5. What do you think are the most important planning issues facing the City? What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you takenor experience have you had that have shaped your thinking about urban planning? *

Co-op housing.
Affordable housing.
Business development.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects' success or failure. *

Personal opinions are subjective, serves no purpose.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes. *

See item number 6.

8. Describe some changes to city policy and regulations that could reduce transportation impacts and improve the relationship between transportation and land use planning. *

See item number 6.

9. Many people are challenging the buildings currently being constructed, questioning building height, parking reductions, intensity, appropriateness and design. What are your thoughts about the building and development that you see in Boulder? *

Follow city code. Government should be of laws not of men.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/17/16

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

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First Name *
Andria

Last Name *
Bilich

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-995-1156

Work Phone (?)

E-mail Address *
boulderfuzz@gmail.com

Occupation
research scientist

Place of Employment/Retired
NOAA

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/1/2001

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I hold a Ph.D. in aerospace engineering, and my job requires data analysis skills which are useful when interpreting transportation data. As a member of TAB, I co-hosted the 2012-2013 Transportation Maintenance Fee working group and led the Incentives sub-committee. I currently serve on the city's Development-Related Impact Fees and Excise Taxes working group, and expect that my largest contribution to this group will be in the multimodal transportation funding component.

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

I have served on TAB for 5 years, and am interested in the 3-year position to maintain board continuity during a tumultuous time. TAB has been through a rough patch following the Folsom right-sizing pilot project, and I would like to continue serving on this board to help implement the lessons learned as well as bring to bear my 5 years of experience in this topic area.

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

I take on some sidework with a local nonprofit which is undergoing a leadership transition and restructuring of how staff do their work and report 'up the chain'. When I discovered that one of my major projects had been taken over by another contractor, without notification to me and without knowledge of his supervisor, I called for an in-person meeting of that person and our respective bosses, so that we can use this concrete example to clarify the chain of command, job responsibilities, and how to work collaboratively to meet organizational goals.

In general I am a proponent of avoiding email or written discourse whenever honest discussion needs to take place. Face to face interactions encourage people to avoid potential misunderstandings and help people work more collaboratively than through email, or even over the phone. In any conflict where written discourse runs out of control or could be misconstrued, I pick up the phone and try to get a face-to-face meeting as soon as possible.

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

I do not foresee any conflicts of interest in my potential continued service to TAB.

Whenever conflicts of interest exist, Board members should state the potential conflict on the record and offer to recuse themselves from a topic where that conflict may unduly bias the discussion and any potential vote. I believe that expertise in a topic area does not necessarily constitute a conflict of interest, and it should be left to the Board as a whole to determine what constitutes conflict of interest on a case by case basis.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The TMP and its regular update cycle are a community-driven and community-owned process. This robust process creates a living document which guides the work of staff and TAB over the next few years. To maintain the link between the Boulder community and staff's work, I believe that TAB can implement the TMP by supporting discussion of the TMP with the greater community, and stewarding outreach regarding specific projects which support the TMP. We learned a lot with the Folsom right-sizing project; although direction from Council was to move quickly and boldly, we learned that the citizenry's taste for quick and substantial changes to transportation infrastructure is limited. Therefore in the years ahead we have an increased responsibility to communicate about potential changes far in advance, with stakeholder outreach and feedback.

I view TAB as the translators of the TMP. As a citizen body, TAB brings a citizen's perspective when working with staff to prioritize TMP goals and associated projects - TAB should take the community's needs + tolerance for change + a broad view on other community changes into account, and bring this to staff so it can become part of the planning process. Moving in the other direction, I believe that TAB should be responsible for working with the citizenry to help them understand the scope of the TMP and how it affects their lives, present and future. To again use Folsom as an example, I believe we learned that there is significant disconnect between the goals of the TMP (which sound awesome on paper and are supported in survey after survey) and the reality of what TMP implementation looks like when on the ground (which was obviously quite hard for people this time around). TAB would do a great service to the community in helping translate the TMP vision into something everyday folks can truly grab onto and see being part of their daily life.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Transportation issues related to sustainability come down to trying to close the gap, in time or space, between people's homes and jobs/services. If we can shorten these gaps, we foster more livable communities where people can move about easily and pleasantly, with fewer GHG emissions. Thus, transportation issues related to sustainability are highly dependent on the type of development in the city.

Recent years have seen an uptick in dense housing and multi-use projects. The vision of 15 minute neighborhoods is a worthy one, but the reality of realizing "a 15 minute or less walk to all the services you need" is completely dependent upon patterns of development; the gains from transportation-specific infrastructure changes (e.g. more bike paths/lanes and sidewalks; changes in transit routes/service) are modest by comparison. In areas where 15 minute neighborhoods can be realized, working with the existing residents and employers on subcommunity plans is a crucial component - to understand the neighborhood's unique needs, and ultimately to achieve buy-in of any changes that need to occur to make the existing neighborhood more sustainable.

15 minute neighborhoods will be forever out of reach for some large swaths of Boulder (e.g. south and north-central) without significant land use change. For these areas, where it's hard to bring the services closer to the people, meeting sustainability goals must take the form of bringing the people to the services/jobs more quickly and easily, with less SOV usage than in the past. In these cases, working with existing residents and employers to understand the movement patterns and transportation needs of residents/employees will enable smarter changes to the things over which the transportation department has some control - transit service, bike infrastructure, and sidewalks. And we must find more "carrots" to incentive people to avoid SOV trips when possible, for example the community-wide EcoPass and increased TDM to allow more people to telework.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

The most pressing transportation issues strictly within COB city limits are related to the rapid pace of change with infill development. Transportation projects and priorities must adapt to the reality of new developments - Google, Reve, the replacement to the Daily Camera building, CU's East Campus, etc. A new approach would be setting up mechanisms for increased communication between transportation and planning boards; this would help to make both bodies more responsive to these changes. In the last two years, the two boards have come into increasing contact through joint board meetings on projects such as AMPS and Chautauqua, but further steps must be taken so that the two boards can communicate about specific projects and redevelopment. Two existing planning mechanisms are also useful in addressing these pressing transportation issues: corridor plans and subcommunity plans. Both planning methods allow a holistic analysis of transportation issues for a small area while fostering a robust conversation between the community and staff. Personally, I'm most excited about the upcoming Colorado/30th Corridor Plan effort on TAB's work schedule, as I believe good planning for this area will allow us to meet TMP goals while allowing important job and education infrastructure growth in Boulder.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Making transit nearly as convenient as SOV travel for the majority of Boulder's incommuting workers will yield great gains towards regional transportation solutions. The 2014 TMP update recognizes this and includes many efforts to make transit more effective for incommuters.

I enjoy having conversations with my friends and colleagues about how they more around, and what kinds of transportation systems would encourage them to try something new or change their habits. Time and again, for people who live outside city limits but work in Boulder, I hear that they would most enjoy and utilize (1) high frequency transit (less than 10 minutes between buses) which is (2) a single-seat ride between their starting and end points, with (3) access to a vehicle for errands or emergencies during the workday. People are busy and their schedules are jam-packed, so effective regional transportation solutions will be considerate of people's time and will minimize the total time it takes to make a commute. To address each of the above:

(1) + (2) - this process has started with the Flatiron Flyer service, and will hopefully continue with other BRT lines. Fostering effective BRT will require long-term work by Council and Staff to demonstrate the community need and potential service uptake to RTD. Through continued and relentless communication to RTD, as well as supporting studies/surveys to show that Boulderites and incommuters will use additional services for their daily commute, I believe staff and Council can make the case that BRT such as Flatiron Flyer will be used by many people, as long as the transit stops and terminus can get the majority of workers to within "final mile" or less distance from their job or residence.

(2) - a single-seat ride can only be accomplished if service gets close to the job or residence. We can lighten the "final mile" burden by continued support of BCycle and "bus then bike" shelters, but the most effective transit solution will drop people off close enough to work that they can walk. The City of Boulder can do little to influence development patterns in 'bedroom communities' housing Boulder workers, so a single-seat ride is difficult to accomplish when home to transit distance is large. Solutions such as edge parking may help address this leg = put a parking lot at a transit stop on the edge of town, so that incommuters can use transit for the in-town leg.

(3) in the absence of large land use changes which put a large number of services (retail and dining) close to employment centers, we need to make vehicles available to workers who incommute using transit. Many people firmly believe that transit will overly restrict their movements, so we have to open the range of possibilities in a way that is comforting - a single-occupancy vehicle, but for the purpose of errands instead of for the entire commute. Opportunities exist here: potential parking code changes being examined under AMPS could help foster an explosion in carshare; TDM changes could ask large employers to offer a vehicle for employee use, or add carshare membership + carshare spots in the employee parking lot to the list of TDM options.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/17/16

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First Name *
Anna

Last Name *
Reid

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
U.S.A.

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-246-2365

Work Phone (?)

E-mail Address *
AnnaGrableReid@gmail.com

Occupation
Paralegal

Place of Employment/Retired
U.S. Attorney's Office, District of Colorado

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/1997

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I do not drive or cycle, so I depend on public transportation (RTD) and my own two feet to get around. I have experience commuting between Boulder, Longmont, and Denver for work. Beginning this month, I will regularly be using the new Flatiron Flyer RTD routes to commute to / from my job in downtown Denver. I have years of experience using our public transportation system, including regional transit, and am deeply committed to improving the efficacy of this system and its integration with other forms of local transit.

In addition to experience with pedestrian travel and public transit in Boulder, I bring personal and professional experience with transportation access for people with disabilities. For the past fourteen months I worked for Center for People with Disabilities, in Boulder, where on a near-daily basis I witnessed correlations between transportation access, successful employment, community engagement, and quality of life. Transportation access for people with disabilities and for Boulder's aging population are currently focus areas in the TMP action plan. If elected to the Board, I would contribute useful community connections and perspectives in this area.

As for experience with governance and group work, my primary qualifications are: Founder and facilitator of a local group for blind professionals, developer and facilitator of an international creative writing workshop, President of my college dorm, and Board Member of the Student Division of the National Federation of the Blind of Massachusetts.

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

I do not have direct experience with TAB. Over the past two years I have periodically attended Boulder City Council meetings, which have sparked in me an interest in serving our community through local government. I am applying for TAB because I would like to bring the perspectives of several communities (disabled, low income, pedestrians, and regional commuters) to the Board -- perspectives that I believe are currently underrepresented.

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

A few months ago I initiated a mini visioning / strategic planning process within my work team. Our goal was to develop a report for our director outlining our collective perceptions of the strengths, challenges, and opportunities for our program. The four of us on the team brought varied perspectives to the table. Unfortunately, the voice of one, dominant, personality shut down the voice of another member of the team, stalling our process. Eventually we arrived at a solution that worked: we paired off in different combinations and shared our perspectives one-on-one. I then gathered the results of these conversations and pulled them together into a draft a summary.

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

I am not aware of any conflicts of interest. Should any be identified, I would recuse myself from the relevant discussions or votes.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

- Work with staff and City Council to align and integrate the TMP with the Boulder Valley Comprehensive Plan.
- Increase community awareness of, and engagement in, transportation planning.
- Increase collaboration with other City Boards and Commissions, including the Planning Board, Housing Authority, and Boulder Junction Commission. This integration is key as Boulder weighs development priorities and approaches. Is there, for example, an opportunity to use impact fees from development projects to fund emerging transportation needs? How can development further enhance, rather than challenge, Boulder's commitment to "complete streets" and walkable neighborhoods? When affordable housing developments are pushed outside of the city, how does this impact utilization of regional transportation options?

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Environmental sustainability: In order for Boulder to continue progressing towards its ambitious Climate Commitment goal of "an 80 percent reduction in greenhouse gas emissions by 2050," (TMP, 2014), we need to continue shifting towards a city culture of biking, busing, walking, and ride-sharing. I would like to see this shift include:
- Implementation of a community-wide EcoPass program.
- Continuation of the Living Labs projects, with an increased focus on community input both before and after the implementation of each phase. Even negative public reactions to the Living Labs projects generates public conversations around transit issues in our community.
- Increased "friendliness" branding of pedestrian, bike, and bus options to increase usability and draw new users. This could include bus stop maintenance and enhancements such as posted maps of specific routes, real-time arrival displays, and bus stop lighting after dark. Boulder already has a very "friendly" transportation system compared to other urban centers, but we need to far exceed national standards in order to reach the levels of community engagement to which we aspire.
- Increased collaboration with employers to actively promote transportation options. This could include offering individualized route mapping, employer incentives such as "emergency ride home" programs, and attendance policies that allow for flexible start times when people experience public transit service-related delays.

Social sustainability: As reflected in the current TMP action plan, Boulder needs to increase transportation access and usability for aging adults and people with disabilities, as well as for young adults who do not own cars. A socially sustainable transportation approach should include:
- Increased focus on pedestrian access to bus stops and bike routes, including access for people who use wheelchairs or have limited mobility. Improving access for people with mobility limitations improves access and usability for all.
- Focus on sidewalk maintenance and linkage, and safe bike route maintenance and linkage. To identify priorities in this area, leverage neighborhood groups to conduct assessments of usability and maintenance issues in their areas.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Regional commuters: Boulder is already experiencing significant traffic congestion and parking challenges associated with a high volume of in-commuters, and this problem isn't going away. “As employment is expected to increase by almost a third more than the rate of residential growth, these forecasts suggest a significant increase in non-resident employees. “ (TMP, 2014.) Hopefully the Flatiron Flyer routes prove to be good commuter options for the US 36 corridor. Currently, regional public transit and bike transit options between Boulder and the cities of Longmont, Louisville, and Lafayette are not nearly robust enough to many engage commuters, particularly low income commuters. Solutions to this challenge could include:
- In the short term, develop and promote convenient parking options on the outskirts of the city that link to public transit within the city.
- In the long term, direct resources towards development of BRT along 119, Arapahoe, and other commuter corridors.

Public engagement: The City could increase community buy-in and accountability towards meeting the goals of the TMP by publishing simple, community-wide, goals, and publicly tracking progress towards these goals. This could be done, for example, by choosing a single goal such as increasing bike ridership to work, and promoting and tracking this goal over a six month period. The Daily Camera would be a useful partner for this type of engagement. What if the camera published a weekly "My route to work" entry (no longer than one written paragraph) submitted by a local reader?

Improving pedestrian routes and safety: Downtown Boulder is wonderfully walkable, but many other areas of the city are not. For example, the 19th St. and Arapahoe Ave. corridors. Inadequate pedestrian routes discourage, and sometimes downright prevent, use of public transit options. Pedestrian travel could be enhanced and promoted through:
- Improved sidewalk maintenance and linkage.
- Improved city assistance with, and promotion of, snow / ice removal and foliage maintenance.
- Increased education for home owners and local business around the importance of maintaining sidewalks that are adjacent to their properties.
- City collaboration with RTD to ensure that bus stop access is maintained, particularly when there is snow on the ground.
- Investment in programs that organize volunteer custodians to monitor pedestrian access in their neighborhoods.
- Increased safety of select crosswalks.

Affordability of transit options: It is my experience that many low income families who own cars, particularly families where the parent(s) commute into Boulder for work, view driving as more affordable than public transportation. This is due both to the cost of bus fares (many low income workers do not have access to employer-subsidized EcoPasses) and to the additional time investment of taking public transportation. If Boulder wants to make a meaningful shift in transit modes of in-commuters, we will need to focus on affordability and efficiency, particularly of regional transit options.

8. What do you think would be an effective approach for creating regional transportation solutions? *

- Partner with other regional cities, housing authorities, FRCC, and community groups, in addition to RTD and First Transit.
- Engage the communities that are most reliant on regional transit. The City's community outreach and engagement efforts have focused on Boulder residents, which includes people who commute outside of the City, but what about the thousands of in-commuters? Engaging in-commuters is tricky, but this could be approached through partnerships with major Boulder employers such as CU.
- Include affordability assessment and planning as part of regional transportation planning. This is important since there are many in-commuters who live outside of the City of Boulder because they cannot afford to live in Boulder.
- Promote the advantages of using public transportation for regional transit, including the opportunity to do meaningful work or relax on long bus rides.
- TAB and other transportation entities should collaborate with other City Boards, as well as regional partners, to identify home-to-work routes and anticipate growth areas. For example, work with Longmont Housing Authority and Boulder County Housing Authority to anticipate transit needs associated with new housing development.

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TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
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First Name *
Brianne

Last Name *
Eby

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
937-479-5483

Work Phone (?)

E-mail Address *
brianne.eby@gmail.com

Occupation
Student

Place of Employment/Retired
CU-Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/9/2014

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

In 2013, I received a Bachelor of Science with Honors in Psychology from Indiana University-Bloomington. To be considered for departmental honors I completed a thesis, which enabled me to gain experience with research design, data collection, and data analysis as it relates to individual perceptions and behaviors.

I am currently pursuing a Master of Science in Environmental Studies at The University of Colorado-Boulder. My present research builds on my undergraduate project on individuals' perceptions and behaviors to investigate how psychology intersects with environmental issues. Using experimental surveys as my methodology, I investigate the role that identity plays in influencing behavioral spillover, i.e. whether a person who engages in a pro-environmental behavior is more or less likely to subsequently engage in other pro-environmental behaviors. In the summer of 2015, I attended an environmental psychology workshop in Alghero, Italy, where I was on a research team of about 15 graduate students and one faculty advisor. Using psychological theory, my team composed an advisory report for representatives of the city of Cagliari, Italy to encourage voluntary use of their light rail system.

My plan is to begin PhD research at CU-Boulder this fall to study transportation behavior and policy.

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

As a multimodal traveler in Boulder, I consider myself to be pretty aware of various issues relevant to local transportation. I primarily commute by bike, though I frequently use local busses in the winter. Once a week, I ride the Flatiron Flyer from the Boulder Transit Center to Union Station. I do also have a car, which I primarily use for larger grocery shopping trips or travel outside of Boulder. Further, I enjoy living within walking distance of Ideal Market and downtown, and I often walk to these destinations in nice weather.

No one service or issue per se is motivating me to apply for the Board. Rather, I see this as an opportunity to apply my passion in researching how human attitudes and behaviors relate to environmental issues right here in Boulder. Transportation is a significant source of greenhouse gas emissions, and while it will take sweeping changes at the national level to completely alter our current transportation system, I think Boulder can set a precedent of effective solutions. As our community continues to tackle the complicated questions that arise during times of population growth, it will be critical for us to evaluate how transportation is situated in the behavioral and environmental dimensions of these questions.

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

I can remember a few sessions at the above-mentioned environmental psychology workshop last summer in which my team debated the best theories and methodologies to use in crafting our final report. Often we would split into teams of 3-4 to work on one component of the report and upon adjourning again as a full group, inevitably one group's work wouldn't mesh well with that of another in the attempt to construct a wider-scale project with several components.

In full group discussions, it seemed we would move much more slowly than in our small groups, because members of any group felt the need to defend their own work. These large group discussions were challenging at first, because piecing together all of the smaller projects into a larger full team report ultimately meant that each group had to compromise. Through the iterative process of moving multiple times between large- and small-group discussions, I think each team member realized that certain details from the small projects were superfluous in the wider context.

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

N/A

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The Transportation Master Plan should continue to be treated as an iterative document worthy of consistent reassessment as the Boulder community continues to grow. Effective implementation requires communication with an array of community members and businesses, with other regional transportation interests, and finally with other Boulder boards and commissions.

Sound implementation might look like diligently researching infrastructural, behavioral, policy, environmental, and economic implications for any update or new proposal to the plan. Then, in the early or pilot stages of a project, projects should be closely monitored for adherence to the desired metrics of success. Finally, it is important to revisit all projects to ensure our sustainability goals are being met while providing safe and efficient transportation for all road users, at both the local and regional levels. Importantly, all of the above steps should involve community input, with special care dedicated to hearing the voices of a diverse range of community members.

The challenge with the above will be to ensure that we know up front what types of data are most appropriate to seek out in administering the TMP. Should new methods or insights become relevant at any point in the process, these can be incorporated into our decision-making, but should maintain the initial scope of the TMP.

Regarding the “vision”, “measureable objectives”, and “action plan” of the TMP, I think it is important to be ambitious and to emulate other U.S. and international communities who have implemented projects that further our goals. Often this will mean having difficult community-wide dialogues about financial and lifestyle differences, but these conversations are about defining how we as a community want to progress.

6. What is your assessment of important transportation issues related to Boulder’s community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

The addition of sustainability goals to the 2014 TMP was a crucial step in ensuring the vitality of our community. I believe the shift away from single occupancy vehicle mode share is the best way to further these goals. This shift can be accomplished by focusing on improved efficiency and access to all alternative modes, but especially to our local and regional bus system.

While students tend to be temporary citizens who are less likely to voice opinions regarding city affairs, we represent an important shift in mode share preferences, as younger generations are more likely to use alternative modes of transportation than are older generations. Further, CU students tend to default on walking, biking, or riding the bus to campus on weekdays due to high parking costs or restricted parking areas. Efforts should be made to encourage the use of these alternative modes for off-campus trips, as well. Further, I know that many users of non-bike modes are reasonably frustrated with cyclists who don’t follow traffic rules. This problem is heightened with the influx of students in August and September, and I think better efforts should be made to partner with the University to create a “safe cycling” campaign, if such a program is not already in place.

Collaborations with downtown businesses to expand the EcoPass program will also be crucial in furthering transportation demand management and sustainability goals. Understanding the barriers in employees and employers to adopting the program – which are likely primarily financial barriers – is an important first step to understanding how to encourage wider adoption. To gain financial support and behavioral commitment to the program, its economic, environmental, and social benefits must be promoted both among the business and the wider Boulder communities.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

I believe that Boulder's transportation issues center around the overarching theme of shifting away from cars, primarily SOV travel. This shift is crucial for adhering to our city's Climate Commitment, it is crucial for mitigating the influence of population growth, and it is crucial for creating an equitable, safe, and interconnected community. Following are several ways I think we are capable of maintaining "no long-term growth in vehicle travel" and even a reduction in vehicle miles traveled.

Many of my student peers and I benefit daily by using our EcoPasses. I would love to see growth in the non-CU EcoPass program, first among downtown employees, then to employees elsewhere in the city, and finally city-wide. As mentioned above, momentum for this program can be gained by touting its benefits to the general public.

Implementation of a community-wide EcoPass would be especially effective if combined with better parking management strategies to render SOV travel less attractive and alternative modes more attractive. This would mean working closely with planners and developers to reduce surface parking and to limit the parking capacity that accompanies new development.

In addition to considering the policy and financial aspects of transportation issues, I think a better understanding of community perceptions should be sought when planning transportation updates. Theories of psychology and communication have much to offer regarding how individuals view important and controversial topics, and how decision-makers might best pursue changes that affect the community.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Improving our regional transportation system requires communication and collaboration with RTD, surrounding communities, and regional coalitions. These suggestions rely on the ability to secure funding in order to implement infrastructure and RTD system changes, so increased collaborations with regional funding agencies is crucial.

I use and happen to be a fan of the new Flatiron Flyer bus rapid transit system, but I think improvements are necessary to make the system more accessible to more commuters and to bring it in line with the guidelines for true BRT. With respect to accessibility, given the removal of several stops in south Boulder, efforts should be made to improve "first and final mile" local connections for these commuters. Further improvements can also be made to the functionality of the Flatiron Flyer by working with RTD to implement a pre-pay system and by creating dedicated lanes within Boulder.

Critical evaluation of the potential to bring BRT and mobility hubs to the east Arapahoe corridor should continue, as population grows to the east of Boulder. BRT service, when coupled with enhanced local mobility options such as efficient bus systems and bicycling infrastructure, can serve as an attractive alternative to SOV for in-commuters from east of Boulder.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

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

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

First Name *
Carmel

Last Name *
Gill

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-249-5049

Mobile Phone (?)
303-249-5049

Work Phone (?)
720-888-7736

E-mail Address *
carmelcgill@gmail.com

Occupation
lawyer

Place of Employment/Retired
Level 3

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

10/1/1992

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am a lawyer who commutes to work via bicycle (approximately 15 miles each way) at least twice a week, weather permitting.

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

I observed a number of TAB meetings in 2015, including the meeting before the controversial "right-sizing" recommendation. As a bicycle commuter and a driver, and a resident of Boulder, I am very familiar with the transportation issues Boulder faces. I applied for this Board last year.

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

My job at Level 3 (managing litigation) involves working through conflict on a daily basis. I find that extracting and listening to all points of view (rather than just the points of view of those in power), gathering the facts, and doing homework is most important. Humor can also very helpful.

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

I cannot think of any potential conflicts of interest.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

By carefully selecting and implementing living lab experiments; verifying the data collected/recommendations made by consultants with personal experience (e.g. actually riding the bike paths, bus routes, etc. rather than just reading plans/reports; and more frequently consulting the smart and informed general public of Boulder.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Work with businesses to encourage more company-wide eco-passes and incentives for van-pooling, bus riding and bike riding. Working with organizations to make bicycle commuting an option for the poor as well as the rich (e.g. by providing appropriate weather gear, locks, lights, shower facilities, etc.); change the road signage and road ways to become more bicycle/pedestrian friendly (e.g., get rid of useless "share the road" signs, and replace them with "

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Traffic congestion. See no. 5, above.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Working on a long-term plan to get light rail into Boulder.

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First Name *
Eric

Last Name *
Budd

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

Street Address
.

Address Line 2
#38

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)
720-295-1122

Mobile Phone (?)
720-295-1122

Work Phone (?)
720-295-1122

E-mail Address *
ericbudd@gmail.com

Occupation
Project Manager

Place of Employment/Retired
CRMCulture

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

4/1/2010

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a bachelor's degree in economics and currently work as a product manager at a business software company. My economics background helps me make informed analysis about the effects of policy, and job often involves working both with engineering and business teams to solve problems. More specific to transportation, I have used my background to examine how changes in price, supply or demand will affect usage, congestion, or parking. I've written several blog posts related to bike sharing use, optimizing system utilization, and ways to attract more annual members. I'm interested in further studying how adding a variety of options (transit, ride-sharing, and bicycling) can give people more options to get around in Boulder.

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

I originally applied for TAB two years ago before having any involvement in The City of Boulder governance or advocacy. Since that time, I've decided to get involved in community organizations that focus on improving transportation and housing in Boulder. My work on the Better Boulder steering committee, Community Cycles advocacy committee, and Boulder Community Housing Association all share a common thread: if housing is currently the top issue facing Boulder, then a diversity of transportation options is the second. I want to work to help build walkable communities that offer nearby services, and developing places where one does not need a car to live daily life.

While the Transportation Advisory Board and City Council faced a lot of criticism for the project on Folsom, I fundamentally believe that their motivations were in the right direction: to help in the implementation of the Transportation Master Plan. But the challenge's our community faces are in the implementation; I'd like to be a voice on TAB that helps improve the City's outreach and how we use data to drive our policy and decision-making.

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

At my last job, our organization had been moving to a more "agile" software-development methodology, which was a significant shift from our previous way of operating. Employees worried about increased up-front overhead and long-planning sessions, which some found to be inefficient. My general method of working through disagreement is: 1. start with the objective facts and shared goals, 2. find common ground in our goals, and 3. work through our disagreements in a methodical manner.

In this case, I worked to find agreement between the difficulties in our current mode of software development, and discussed ways that we might improve these by moving to an agile environment. Then, we worked together to find ways to modify that planned move to agile development by looking at how we could mitigate or improve the most burdensome aspects of the change—getting input on the best ideas from our team to make the transition a smoother process.

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

None.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

As many transportation advocates, members of TAB and City Council realized last summer, implementation is the hardest part of having an ambitious Transportation Master Plan. The real lesson I took from the community project on Folsom Street had little to do with engineering, modeling, or data. In fact, the Folsom Street protected bike lane project was performing nearly in-line with models outlined for the project by the eighth week of implementation. But by that point, in the eyes of many people, the project had already failed. The way to successfully meet the challenges in implementing an ambitious plan lie in the definition and communication of a vision in order to get strong community buy-in.

Having a Transportation Master Plan is necessary but not sufficient to implement that plan. To speak about bicycle infrastructure in particular, our leaders need to communicate a vision for a connected bicycle network before trying to implement a challenging change on a particular street, which may look haphazard, trivial, or at worst, punishing. We need a communication strategy that works with local businesses and local residents on individual streets to have them become the strongest coalition for significant street projects. And we need inclusive processes that value a variety of voices and stakeholders in our community, some of which may not be reached by traditional means.

But speaking about Boulder transportation more broadly, success in implementation will rely on pursuing a true diversity of small improvements rather than relying on big projects that have the potential for failure. For transit improvements, many in our community want to enable a community-wide EcoPass, which could have incredibly positive impacts if achieved. But there are serious risks as well, namely that RTD simply will not provide the level of service needed to make such a program work. But what about smaller improvements, like raising money to buy up more local service, or further expand or support the neighborhood EcoPass program? While we cannot give up our lofty goals, having a real focus on what's achievable in the short term will can make a real difference for Boulder residents in the short term.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Boulder needs to continue to work toward improving access to transit as a backbone to a diverse set of transportation modes, which is key to achieving its environmental goals. The current system of neighborhood EcoPasses shuts out potential users of the system if their neighborhoods do not sign up at a high enough rate, insufficiently serving some populations near transit corridors, such as Old North Boulder or along Arapahoe. While Boulder will always be at a disadvantage with RTD, the city needs to take further ownership in improving transit to help meet our transportation goals.

Continuing to develop a strong biking and walking system is one key to the area's economy, particularly to encourage local spending on goods and services rather than auto-oriented spending, as the latter spending is more likely to leave the local economy. To gain the full set of advantages of improving transit access, the city also needs to look at land use changes as well, particularly in the case of the East Arapahoe transportation project. Moving to a land use pattern that builds more value (providing more housing and nearby services) will be key to recouping any investment the city makes in improved transit.

For social sustainability, it's important to keep Boulder financially within reach for all classes of people, including tying in affordable transportation options together with affordable housing options. We need to continue to strive for transportation equity for all modes of transportation. I think this can be best summed up by a quote from Enrique Penalosa, mayor of Bogotá, Columbia, that "a bus with 100 people has a right to 100 times more road space than a car with a single occupant."

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Boulder's most pressing transportation needs are highly connected to its other most difficult problem: the general availability and cost of housing. Total cost of living in Boulder will be dominated by both housing and transportation costs; as a city, we must provide strategies for lowering the cost of both. If we choose to densify urban corridors as an opportunity to provide affordable housing, transportation options will be key to reduce the need to own a car and reduce the impacts of automobile use. And by continuing to build out our biking and walking system, individuals and families can further reduce their car use for many of their trips, saving both the individual expense, and saving the city expense in maintaining car infrastructure.

Secondarily, we need to make strides to redevelop car-focused areas outside of the city center. Paying for increased transit in difficult-to-serve areas may not be the ideal return-on-investment, so other alternatives may be preferable: better bike infrastructure/protected lanes, additional car-sharing options (like a point-to-point system Car2Go) and continued support for e-bikes are all good options for under-served areas which may not benefit from additional transit access.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Regional transportation is Boulder's most difficult transportation problem as we control only part of the equation shared with RTD. The city has most control over how people get around once inside the city limits, only some control over the buses (or ride-sharing) to get to the city, and no control over the last-mile difficulties in other communities from where people commute (which are often low-density). Boulder needs to spend most of its resources on the aspects it can control—improving our connections inside of Boulder—with particular focus on how we might serve regional users and our 65,000+ in-commuters.

Outside of Boulder, we've had good success in connecting the 36 corridor and into Denver (a major growth area in the next decade) with bus rapid transit, which I hope continues to improve service downtown and to Boulder Junction. To be successful, we need to work with our neighboring communities to improve ridership (by using incentives and better infrastructure). and co-develop last-mile solutions that best serve their unique development patterns. This will be a long-term goal, but critical for working with the complexity of our current regional layout.

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First Name *
Eric

Last Name *
Gordon

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
202-669-9977

Work Phone (?)

E-mail Address *
ericsgordon@gmail.com

Occupation
Graduate Student

Place of Employment/Retired
Univ. of Colorado Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/19/2007

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I hold a master's degree in Environmental Studies from CU-Boulder, which provided me with interdisciplinary training that allows me to analyze environmental issues from multiple perspectives. That degree also provided me with research skills needed to learn more about environmental issues as needed. Moreover, I spent six years on Capitol Hill as a congressional aide; during part of that time I worked on transportation issues. I am thus generally familiar with the federal transportation authorization and funding processes, as well as many of the major federal transportation issues. Finally, I took a course on transportation economics in college.

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

My primary experience with issues overseen by the Transportation Advisory Board stems from being a multi-modal commuter and user of transportation services in Boulder. From my home in north Boulder to my job at CU, I strive to commute by bike as much as possible. When weather or other factors prevent that from being possible, I use the Skip or 205 bus lines, both of which provide very convenient service. Frequently, however, I need to take my daughter to daycare in northeast Boulder. When weather prevents me from doing so by bike, I drive.

This experience has convinced me of how fortunate we are to live in a city with such a wealth of transportation options. Given that, I believe that Boulder should strive to do more to use its transportation system to meet community sustainability goals, including reduced carbon emissions, a thriving economy, and livable, affordable city. Boulder is among a handful of American cities with robust transit systems and cycling opportunities, and should continue to look into innovative ways to develop alternative transportation, reduce vehicle miles traveled, and increase citizen mobility.

Finally, I am personal friends with an existing member of TAB, Andria Bilich. Through numerous discussions with her, I have come to appreciate the complexity of the issues that TAB faces. I realize that matters like providing adequate transportation maintenance funding have no simple solutions despite how important they are for the community. This has inspired me to want to become a member of TAB so I can learn from staff, other members of TAB, and a more in-depth study of issues facing Boulder and how other communities have tackled them.

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

Last year, the homeowner's association for the condo where I live in North Boulder faced a dilemma: whether or not to strictly enforce a cap on the proportion of homes that could be rented at any given time. This decision had significant ramifications for owners--enforcing the cap could interfere with some owners' desires to profit from the opportunity to rent, while not enforcing the cap could make homes less likely to be eligible for mortgages, which could reduce sale prices.

Although I was not a member of the HOA, our complex only has 12 units, so issues are usually resolved with a discussion among most of the owners. Having dealt with a similar issue at a past residence, I knew how critical this decision could be. I began working through the issue by talking to several of the neighbors in person and via email to ascertain the reason why we had come to a decision point and how everyone felt. I strove to be as dispassionate as I could and instead focused on being a resource by trying to get the perspective of various experts on the issue.

The HOA then called a meeting on this decision, which I attended. There was clearly a significant level of tension in the room, and a discussion that began civilly quickly became heated, with threats of lawsuits and even a board member storming out of the meeting. There was a history among some of the other owners I was not aware of, but I took advantage of my relative naivete and used it to remain a calm voice of reason throughout the meeting. Although the meeting remained tense, multiple members thanked me for bringing such a peaceful demeanor to the situation. In the end, the sale of a unit and its declaration as not eligible for rental resolved the situation and allowed the HOA to begin strictly enforcing the rules. Although I did not directly resolve the issue, I believe that by avoiding getting caught up in the emotional nature of the discussion, I helped direct the conversation towards a more rational level.

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

I do not believe I have any conflicts of interest with respect to the work of TAB. Conflicts of interest in a context such as this can be very case-specific, and I therefore believe that TAB members should articulate any known conflicts to other members and staff. If any conflicts have the potential to weigh on relevant decisions, I believe that other TAB members should collectively decide whether the member with a conflict needs to recuse themselves from consideration of an issue. The most serious conflicts of interest arise with members who could potentially benefit financially from relevant matters; therefore, TAB members should disclose any financial relationships they may have with transportation companies or other related entities in Boulder or the region.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Although there are a variety of major challenges standing in the way of successfully implementing the goals of the TMP, it is important to note at the outset that the TMP itself is a success. The goals laid out in the TMP are straightforward and achievable yet visionary. They are simple enough that they can be expressed in a public-friendly infographic, yet they contain some rather specific numerical objectives.

Overall, implementing the TMP will require a concerted effort of diligence, imagination, and partnership-building by City Council, staff, and TAB. Many of the transportation challenges facing the city and the region are hampered by a lack of sufficient funding, and maintenance of our existing transportation networks eats up most of the available funds, leaving little for visionary projects.

Although I believe more specific answers to this question would be better articulated after spending some time on TAB, below are some initial thoughts I have on the TAB focus areas.

--Funding: The 2013 sales tax ballot question provides Boulder with some critically needed breathing room, providing a measure of stability for O&M funding to avoid having it eat away further at funding for enhancements or other projects. This, however, is an ideal opportunity for further outside-the-box thinking for transportation funding (especially keeping in mind that sales taxes are particularly regressive.) TAB could revisit the feasibility of many of the ideas it considered prior to passage of the ballot question. In addition, for enhancements, the city could look to unique partnerships to accomplish popular projects. For example, upon implementation of a citywide Ecopass, the city could ask businesses to use that savings for a fund for transit or bike projects. The city could also work with user groups, such as cyclists, to consider voluntary donations and fundraising that could help fund popular projects. Finally, the city should continue leveraging state and federal match dollars to fund important city transportation projects.
--Sustainability: A potentially useful strategy for implementing the Sustainability goal could be focusing on identifying where the greatest gains could be made for the least amount of funding and beginning there. For example, the AB route from Boulder to DIA is often overcrowded at popular travel times. This indicates a strong willingness on the part of city residents to ride the bus to the airport, but also implies that many may find the ride conditions unsuitable and [illegible] a car. Since every person on that bus is a savings of 90 miles roundtrip VMT, ensuring maximum AB

turn back to a car. Since every person on that bus is a savings of 90 miles roundtrip VMT, ensuring maximum AB capacity is an obvious start. Identifying common routes within town that could be served by unique ideas, such as a short-haul small van, could help eliminate more car trips, as could identifying neighborhood services (such as grocery shopping) that could be arranged via delivery or the placement of specific shops. The city-wide Ecopass is an obvious means for helping make transit more financially appealing, and the city should continue to work with businesses that had offered Ecopasses to identify new ways that they could contribute towards their employees' travel goals.

--Complete Streets: The Complete Streets goal is a well-thought-out ideal and provides a useful vision for travel within the city. Implementation would best be served by understanding the transportation perspectives of city residents generally, rather than simply treating them as a member of a transportation "class." For example, as noted above, I use one of three transportation modes on any given day, and I thus seek the most efficient means of using that particular mode or combining modes. To ensure that I, or any other city resident, select among the available modes in a manner that reduces VMT, the city should understand patterns of residents' needs and design systems that accommodate them. With cycling, the city should seek to improve the efficiency of major routes by exploring Idaho Stop rules, eliminating four-way stop signs on major cycling routes (such as 13th Street) and identifying places where cyclists likely feel uncomfortable due to interactions with traffic (for example, the Broadway Boogie connection at Iris.) With transit, the city should study how to potentially add or realign transit to meet new patterns of development and employment in the city--for example, providing fast and convenient bus service to the new businesses in East Boulder. Finally, for pedestrians, the city should continue to strive to eliminate unsafe crossings and replace them with underpasses or overpasses, connect missing sidewalks, and work with the Planning Board on making new development conducive to walking.

--Transportation Demand Management: The city's current path towards achieving implementation of a citywide or countywide Ecopass is commendable and should remain a top priority for TDM. I believe that the key to successful reduction in VMT is to make alternative transportation modes cheaper and easier to use than driving, and communitywide access to Ecopasses is an obvious way to achieve that goal. The city should also examine transit and bike connections to the Boulder Junction area carefully to ensure that residents (and in-commuters) can easily and efficiently access that area, as they already do with the Boulder Transit Center so that commuting from various parts of the city is as easy as possible. Finally, TAB should consider more carefully how to engage in discussions with the Planning Board and others involved in development review to consider how to facilitate the development of services in various parts of the city that can be more easily accessed without use of a car. The Broadway model of a corridor with obvious needs (grocery stores, rec centers, dining establishments, etc.) served by a high-frequency bus could be emulated elsewhere in the city, but it will require much more than transportation efforts.

--Regional Travel: As described in Question 8 below, regional travel issues are key to addressing some of the city's more significant sustainability and livability challenges. Boulder should continue successful partnerships such as US36 Commuting Solutions and explore new partnerships with neighboring communities whose residents commute into Boulder and vice versa. These partnerships could provide forums for developing new ideas, be potential avenues for funding, and act in collaboration to influence regional transportation policies. Having seen RTD's difficulties in implementing new transportation solutions--or even in maintaining transit networks--Boulder will need to rely heavily on partnerships with like-minded neighbors to achieve success in regional travel goals.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Transportation is fundamentally a means for achieving other goals within a community. In the broadest sense, transportation enables the movement of people and goods, which is critical to the functioning of a healthy economy. Moreover, the ability to move among places for work, recreation, and other purposes is deeply ingrained in American culture.

Boulder as a community has worked hard towards a vision of a more sustainable city with a strong economy, a reduced environmental footprint, and a keen eye towards social equity. Transportation is a key element of all of these goals--getting people to jobs across town or across the region is key to our economy; reducing vehicle miles traveled is key to reduced greenhouse gas emissions and a smaller environmental footprint; and making low-cost transit available can reduce the cost of living for those in lower income brackets. Overall, our city does a relatively good job of using the transportation system to meet those other goals, but much more can be done. While we currently are well above average in the use of transit and cycling, further development of both of those networks should aim towards making it so that people find alternative transportation preferable for most intra- and inter-city trips. We should strive to ensure that commuting across the region remains viable so that talented workers can commute into Boulder and that our businesses can move goods easily. Finally, we should work to use our transportation system to make Boulder a more affordable place to live that is welcoming to people at lower ends of the economic spectrum and that living and working here is preferable to moving out of the city and commuting in via car.

Obviously, the city cannot achieve these goals alone. Its struggles to come up with a viable transportation funding plan demonstrate the limitations of acting within the city's jurisdiction. A truly comprehensive, holistic approach to using our transportation system to achieve sustainability goals requires input and support from all types of stakeholders. The TMP-related community discussions and use of unique online tools have helped begin this process. I also commend staff for using neighborhood-level planning or other discussions to address broader citywide transportation questions--for example, at a meeting regarding the North Boulder Subcommunity Plan in 2013, I had terrific, enlightening conversations with city staff regarding potential new bus routes and low-stress cycling corridors and was easily able to offer my input. I suggest that the city work to identify businesses, neighborhood groups, and non-profits that have the personnel available to work more closely with the city on transportation issues. Staff should then conduct analyses demonstrating the financial impact of various new transportation options and look to the private sector to contribute in various ways, including through direct funding, lobbying at the regional, state, and federal levels, and offering incentives to employees or neighborhood residents. For example, Boulder could task large city employers with working to lobby RTD on transit improvements that would help Boulder and boost the regional economy.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

There are a variety of issues facing Boulder's attempt to shape its transportation system to meet city goals. Among them, I believe some of the most pressing are:
1. Successful implementation of BRT along the US36 corridor: The upcoming completion of the US36 project and RTD's creation of the Flatiron Flyer are both an opportunity and a danger for Boulder. This project is innovative in that the region decided not to increase standard car travel lanes (excluding HOT) in an attempt to create a BRT system that can alleviate congestion along the corridor. However, RTD's recent moves, including purchasing BRT buses with only one door and curtailment of routes serving Boulder as Flatiron Flyer service begins, indicates that the District may not necessarily understand the conditions necessary for success of this project. Boulder should work with nearby communities to influence RTD decision making on this critical project.
2. Implementation of a citywide or countywide Ecopass: As mentioned earlier, I believe a community-wide Ecopass is one of the most important TDM strategies Boulder could take. The city should make the Ecopass a centerpiece communication campaign to raise awareness and support within town and prepare residents and businesses to make an Ecopass program successful. The city should also discuss the idea with neighboring towns to see if we can increase our overall political capital within RTD for this issue.
3. Moving to the next level of bike commuting: As stated in the TMP, the city is striving to become a Diamond Level bicycle-friendly community. While that is an admirable goal, more important is understanding the uses of and barriers to bicycle commuting in the city. There are a number of tremendous cycling opportunities that could be easily improved to make potential cyclists more likely to use this mode. For example, investigating Idaho Stop rules, removing stop signs at four-way stops along major bicycle corridors (such as the 19th and 13th street corridors), and implementing more bicycle paths that directly connect popular areas of the city, rather than relying on twisting or overcrowded greenways. In addition, the city should simplify the bicycling system, potentially by removing bike lanes where bike paths exist (e.g., along 30th street between Pearl and Arapahoe) and considering adjustment of sidewalk rules for bicycling.
4. Increasing the frequency of AB/ABA service to accommodate more riders on a line that clearly reduces regional car use: Although this seems like a relatively minor challenge, it has the potential to make a significant difference in the city and the region's sustainability and TDM goals. Boulder residents use air travel disproportionately, but have also shown a significant willingness to take the AB route to the airport. However, the AB is often overcrowded. Boulder should push for--and consider funding--increased frequency of the AB and AB service in other areas of the city, such as North Boulder and Boulder Junction.
5. Using transit to improve and address the tourist experience in Boulder: Despite the popularity of the AB and other bus services, Boulder still remains a car-oriented destination for our many tourists and other visitors. The city has tremendous potential to show itself off as a transit-friendly destination, however. With improved AB service (see above) and free cross-town bus service (becoming popular in many other cities), the city could market itself as a place where tourists and visitors could come to town, stay in a hotel, cross the city, and even head to the mountains, all via transit. A free corridor bus (similar to the Hop) is worth exploring despite the cost, since it could connect downtown with Pearl Junction and attract people to our small, beautiful city without having to deal with a car.

8. What do you think would be an effective approach for creating regional transportation solutions? *

This is a challenging question that will likely remain an issue for TAB and City Council for some time to come. I do not pretend to have a solution that is far better than those that have already been attempted by Council and staff.

I do, however, believe that regional transportation issues are perhaps the most important issue connecting transportation to other city goals, especially those related to carbon reduction and continued livability. Boulder is strongly tied into the regional economy, both as a source of good jobs and as a desirable place to live for people who work in the greater Denver area. Thus commuting along regional corridors like US36 and CO7 will remain major drivers of VMT and, consequently, carbon emissions. Moreover, these corridors run the risk of becoming overcrowded. It is imperative, therefore, that TAB and the City Council prioritize addressing multimodal solutions for these corridors that can reduce this significant source of VMT and can avoid major impacts to the city's--and the region's--livability.

Continued work with RTD will be critical in this respect. However, I am aware that RTD has its own constraints, and its priorities are not necessarily the same as Boulder's priorities. I believe that continued work through regional entities like DRCOG and through individual agreements with neighboring communities, we may be able to find additional support for innovative solutions that move us closer to the city's goals.

The city could also consider a broader information campaign aimed at building support in the region for a model of regional commuting oriented towards transit, reduced VMT, and increased convenience for commuters. Boulder rightly has put a significant amount of effort into making the city itself more accessible by transit and bike. Making a more appreciable dent in VMT, however, will require a more concerted effort to tackle regional commuting, and doing that successfully would require a regional approach done in partnership with our neighboring communities. The upcoming completion of the US36 project provides a significant opportunity to continue to do that.

Questions Regarding Applications:

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/15/16

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Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

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

First Name *
Johnny

Last Name *
Drozdek

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80305

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-817-8110

Work Phone (?)

E-mail Address *
johnny88keys@gmail.com

Occupation
Engineer

Place of Employment/Retired
Keymark Enterprises

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

6/25/1999

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a B.S. and M.S. in civil engineering. I make a living from structural engineering and software development, however I've studied transportation issues from a civil engineering perspective and I have sustained an interest throughout my career.

My work experience includes leadership responsibilities for planning and executing company strategy for a medium-sized company of 60 employees. I am comfortable sifting through quantities of data, conversing with people to gain perspective of different viewpoints, then forming independent conclusions, recommendations, and action plans.

I have participated in an executive leadership group called Vistage for eight years. Vistage provides specialized executive training focusing on solving business problems in a board-member type of setting.

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

I applied to TAB last year, however outside of that I have no specific experience with this or any board. Over the past 2 years I've developed an interest in the conversations that form policy and decisions that affect Boulder.

I am an occasional bicycle commuter. I moved to Boulder in 1999 in part for the ability to live and work in the same community without a car commute. My company has since relocated to Gunbarrel, so my bicycle commuting days have reduced in recent years, but I still aim to ride to work one day per week. My children and I take advantage of Boulder's bicycling infrastructure on a regular basis, for work and recreation.

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

I am a leader at a local software company and have successfully managed educated people through a range of difficult situations including acquisition/integration, downsizing, cultural turnarounds. Each of those experiences were punctuated with conflict. Some of the techniques I found helpful in managing to success:
- Clear shared vision. The leadership team had a clear and shared sense of vision. We knew where we were going and what it would look like when we got there, and we could communicate this shared vision with anyone who asked.
- Listening. We held regular listening sessions to hear what was working and what wasn't working, from those who were impacted most. "Rules of Engagement" were established upfront so these sessions didn't deteriorate into complaint sessions.
- Clear roles and responsibilities. Where ambiguity existed we took this seriously and worked to clarify all questions, so people knew what they were supposed to do, and who to go to for collaboration or support.
o We did this by bringing people together, putting the issues clearly but respectfully on the table, and letting all participants have a voice, then the leadership team made the final call and communicated its decisions.
- Smart assignments. We deployed people to their strengths. Not everyone is well-suited for every task.

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

I have no conflicts of interest other than I use the infrastructure in Boulder regularly. I'm interested in the vitality of Boulder as a whole city, its macro connections within the region, and the interconnectivity of its neighborhoods.

Conflicts of interest, should they emerge, should be voiced to other board members as early as possible. As a professional engineer I am familiar with conflict of interest issues and have found the most responsible and ethical way to handle them is by being upfront. People appreciate the honesty and usually there are easy solutions; where a truly significant conflict exists, giving plenty of time to manage the situation is best for everyone.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The best way to implement the TMP is to seek out the right balance between near-term and long term priorities. The TMP identifies five main focus areas (complete streets, regional travel, transportation demand management, funding, and integrate with sustainability initiatives). This is still a large number of areas to balance, and the major challenges for implementation are based in funding limitations. This means prioritization.

I tend to prioritize regional issues over local issues, and focus on the problem of getting people in and out of Boulder quicker and with reduced VMT.

This is a major area of challenge - dependencies on regional partners such as RTD. I'd like to see us work toward strengthening our relationship with regional partners.

Among many metrics that exist, one I think is especially pertinent is Vehicle Miles Traveled (VMT). Other metrics should also be considered but any impact on VMT is an important filter against which policy and project decisions can be normalized.

The upcoming updates to the Boulder Valley Comp Plan, though they won't be 'major' revisions, still have the opportunity to look at how neighborhoods are working. I would seek to integrate other master plans, like the Transportation Master Plan, with land use goals. If not integrate, then mindfully coordinate these plans.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

With respect to the community sustainability goals, my feeling is we should be mindful and think forward to plan our transportation infrastructure to shape the future we want, rather than letting things happen organically. We can't stop development, but we can have a say in what gets developed, where, and how it happens.

I support the renewed focus on programs to increase neighborhood participation in the planning process (planning starts within the neighborhoods; community liaison, etc). I question which programs will be most effective; for example the effect of our efforts shouldn't be to amplify vocal neighborhood groups that already have a voice but instead should try to reach out to those who are not at the table such as the Latino community, renters, and seniors. That said, I agree bringing the planning process to the neighborhood level will be a step in the direction of heightened community awareness and engagement.

I recognize those groups who are fearful of negative impact are extremely passionate in that position. Nonetheless, I believe our policies and planning should continue to be progressive even if they are uncomfortable for some. For example I was disappointed that the Envision East Arapahoe results were not more exciting – the proposed plans were markedly underwhelming. In some ways I'm glad that project appears to be going on the shelf; I wasn't too excited about investing in any of the proposed options. Nonetheless with respect to the Arapahoe corridor if in the short term we are able to plan some code changes to allow medical offices in the area, which seems possible, this will lead to organic growth that may warrant another round of transportation planning in the future.

I would be interested in restarting the Envision process, building on the community feedback that has been collected.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

I think we have to keep listening. TAB received criticism recently on the right-sizing project on Folsom. I happen to agree with the project but I think the public outreach could have been better. Maybe we didn't need to do it in 2015, and could have gotten the word out to the community better, before the barriers were installed. As an example I've appreciated the regular communications around the changes on the Route 36 corridor – even though there has been contention at least the community has had ample time to get used to the changes before they were in place.

I'm a single father with two kids and feel I can represent the 'busy people' who love being in Boulder and contribute their taxes but have no knowledge or time to participate in local policy issues.

I think we need to stay connected with other boards, perhaps as some other boards meet occasionally around green space issues.

I also think we have to continue to reach out to the constituents whose voices are commonly absent from the dialogue – renters, fixed-income seniors, the Latino community, and CU students – and make sure their opinions and needs are mixed into the balance for the city.

I agree that planning for infill in parts of the city where it makes sense, and not necessarily changing the character of neighborhoods everywhere, is sensible. TAB should be forward-thinking in this way, maintaining a steady commitment to policies that encourage walkable community, bike path connectivity, and concepts like 15-minute neighborhoods. Looking at national trends, transit ridership and walk scores are growing nationally, but only in areas that are denser, have walkable streets and paths, local services, and good transit. As Boulder continues to grapple with planning and building differently, transportation must stay ahead so that people can roll differently.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I think the regional transportation questions are a place where there is significant opportunity to make an impact on the traffic issues faced by the city. If people could catch a bus or a train every 5 minutes to their jobs in Boulder during peak commuter hours, many people would take advantage of that and stop driving. This commuter problem is one that real effort and dollars can actually impact in a positive way, but it requires cooperation with entities outside of Boulder.

I'd like to better understand our partnerships with regional entities, and would support activities that strengthen those relationships.

Unfortunately it seems that RTD may have an incentive to lower ridership, because if they expand ridership Boulderites will actually use it, creating more demand, which will require additional resources that do not exist. Somehow we need to change this equation and make it so RTD has positive incentive to increase services where there is demand. Have we tried a city subsidy or other avenues to deliver more revenue to RTD, to be used to benefit Boulder riders, if service levels were increased?

One way or another we must find a way to get BRT along the Rte 36 corridor not just operational, but a clear improvement in level of service. The launch of the Flyer buses seemed to be anti-climactic, so maybe this is a marketing or outreach issue. Ultimately I think this problem must be worked at the level of the Directors for RTD, either by applying political pressure or creating partnerships that incentivize the level of service Boulderites expect.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
01/26/16

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

First Name *
Julianne

Last Name *
McCabe

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-442-8019

Mobile Phone (?)
303-442-8019

Work Phone (?)
303-442-8019

E-mail Address *
jmcc526@gmail.com

Occupation
substitute teacher

Place of Employment/Retired
BVSD

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/1968

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

Retired attorney, degrees in history and geology, real estate development, long time Boulder resident, interested in politics and transportation issues.

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

I ran for Council in fall 2015 election. This informed me regarding the different opinions and approaches within the public and government.

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

Building consensus through focus on areas of agreement and mutual concern is preferred to arguing about matters where disagreement exists. Education and communication can resolve areas where progress may be made.

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

None that I'm aware of.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

TMP implementation strategies include:

1. Realistic expectations concerning budget and ideas.

2. Move beyond a focus of "bus, bike, walk" to include emerging technology based solutions. Identify the components of the SOV mode to learn what pieces of it may be addressed by new technologies. The assumption here is that bus, bike, and walk do not address the needs of some (most?) of the SOV users. What plans can we create to change some of these SOVs drivers choices?

3. With due regard for the comprehensive plans and how Boulder's TMP fits with the County's and CU's TMPs - IF Boulder's non SOV mobility improves this will encourage all green/non-carbon combustion transport.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Ignoring argument if and how big Boulder's future population may be, we can agree that the current modes are dominated by auto traffic. If current SOV mode share remains the same, but population and density increase, we will have more cars. Building more roads and parking places will not solve problems relating to transport budgets, environment and climate change. Mobility is highly prized as a lead component in both lifestyle and economic health ratings. Boulder's mobility future will move away from private car dominance. People will travel using ride share, smart technologies, etc., both private and public systems. The current model (congestion, long lines of carbon energized vehicles) is not viable. Few will disagree that we need to plan for something different that will evolve beyond the current car, bus, bike, walk solutions.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

To move forward with bus, bike, walk plans AND create five, ten, 15 year plans to facilitate emerging technology based transit solutions.

8. What do you think would be an effective approach for creating regional transportation solutions? *

If Boulder is a highly mobile city without dominance of the carbon combustion auto, this means regional travelers will have confidence they can either leave their car at home or park it once they are here because transport other than bus, bike, and walk is realistically available (both schedule and cost). In essence, improving Boulder's mobility inside the City will encourage regional solutions.

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TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
01/14/16

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First Name *
Lucianne

Last Name *
Conklin

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80304

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-470-0910

Work Phone (?)

E-mail Address *
lucy@lucyconklinrealtor.com

Occupation
Realtor

Place of Employment/Retired
Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

11/24/2008

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

My B.S. in Environmental Economics and Policy gave me experiences in applying research based approaches to problem solving, with an emphasis on feasible economical solutions, at the state and local level.

As an intern for a State Senator in Michigan I worked on the Natural Resources and Environmental Affairs Committee. There I saw what it took to create and pass bipartisan legislation. Furthermore, I got to see what happened when things didn't come together, what doesn't work when trying to cross party lines and have used that knowledge since.

Lastly, my current profession as a Real Estate agent has taught me more on working through conflicts and problem solving in a timely manner.

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

I have yet to have direct experience with TAB. It was my experience last spring as a member of the Maintain the Middle Housing Workgroup that sparked my interest in becoming more involved. I think the insights I gained from this experience involved gaining a better perspective of what would be entailed in being a member of any of Boulder's administrative boards. Working with other citizens to discuss issues, while dealing with many very different view points, all while working towards identifying realistic strategies to solve those issues was a big take-a-way for me and something I would love to continue participating in as a TAB member.

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

While working with the Housing Workgroup, for the Michigan legislator, and throughout my professional experience as a real estate agent, I have found a common thread in conflict management that extends across most issues. Some key attributes to that thread are clear and continual communication amongst all decision makers, using sound research to determine likely outcomes, and being open to compromise in order to reach larger goals.

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

I do not see any potential conflicts of interest in my serving on TAB. In fact, I think I would be an outstanding candidate for several reasons. While working with the Housing Workgroup this spring I realized how underrepresented my demographic was as I saw very few of my peers engage in our local political process. As a self-employed young professional and homeowner I am truly invested in this community. An increase in my population's civic engagement is something I would like to see change in the coming years.

I also think I would make a particularly good addition to TAB because of my balanced view on transportation. As a real estate agent I rely on my car daily to conduct fundamental aspects of my profession. And while my car is my number one source of transportation, as a former competitive cyclist I have a great perspective on what the experience is for cyclists in this community. I think having someone on TAB that can understand both sides of these modals would be of great value.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

There are many ways the TMP can be addressed, however, there are two things I think are the most important.

1) A stronger emphasis on research. As a member I would love to add to this approach, not only through local transportation data, but also through reaching out to other communities nationwide who have attempted similar projects as those in the TMP. By learning from other communities about what works (and what doesn't) would be a very effective way to move forward with reaching the expansive goals of the TMP.

2) Improving the lines of communication between the Boulder City Council and TAB, and between local government and our citizens. By increasing communication between TAB and the Council we could create a stronger environment that allows City Council to take advantage of the resources TAB has to offer. And by increasing lines of communication to the City we could work towards creating a more unified community. When local members feel they are in the dark or detached from the bigger picture goals, I believe they will be less likely to support the initiatives of the City. Working towards improving both of those lines of communication is something I would like to participate in.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Recognizing 'we are all in this together' is imperative in implementing transportation initiatives that are both effective and sustainable. Increasing levels of communication and creating a more holistic approach to problem solving could be a very cost effective way to implement new programs. Having more cross-committee and cross-department collaboration seems essential in creating sustainable solutions in which both positive and negative outcomes have been cross- examined.

TAB could play an important role in conducting research by identifying best practices from across the country in which local governments were able to communicate and generate general support around bigger picture goals. I also think the City of Boulder should develop an outreach program to communicate more effectively not only the city's transportation goals but also the rationale behind those goals and the programs/projects for implementing them. As a TAB member I would work towards creating appropriate dialogue between the City and its residents about the goals of the TMP, why they're critical to the future of our region,and why business-as-usual isn't sustainable. In order to successfully do this I think the City needs to put more emphasis on data collection(potentially through the IMP system), and utilize the marketing resources the City currently has access to in order to effectively communicate that data to the City's residents.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

In my opinion the most pressing transportation issue is our influx of in-commuter transportation. With the movement towards a community-wide eco pass it is evident that the City is already in the process of working towards an efficient and sustainable approach to this issue. Therefore, I think it's imperative that before the City attempts implementing the community-wide eco pass a rigorous feasibility analysis be conducted. That analysis should include reaching out to other nationwide communities that have undergone similar programs, reaching out to citizens to better understand behavioral patterns and examining more advanced aspects such as funding sources and long term economic solutions that would be effected by implementing this program. And lastly, by applying these analysis to actually increase ridership.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Cross regional communication and collaboration is critical in creating regional transportation solutions. With more jobs in the City of Boulder than there are housing units, along with our dramatic increase in housing costs, the amount of in-commuters is and will be an ever growing issue with our City and Regional transportation.

First, by clearly articulating the needs of Boulder and our surrounding communities we could begin the problem solving phase. We need to know what we're truly up against before we can solve the 'how'. Second, by increasing communication, and our overall relationship with neighboring communities, the potential for a more symbiotic relationship is likely to occur. While Boulder is the most densely populated community (after Denver) we are not the only community to gain from a better regional transportation system. Building strong relationships and allies with our neighbors will only strengthen our ability to work with an organization such as RTD to more efficiently serve all communities.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/01/16

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

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

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

First Name *
Madeline

Last Name *
Cohen

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-201-5959

Work Phone (?)
303-402-6933

E-mail Address *
madeline@madelinecohenlaw.com

Occupation
attorney

Place of Employment/Retired
Madeline S. Cohen, Attorney at Law (solo legal practice)

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

10/15/2004

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I am a Boulder native (I first became a resident of Boulder upon my birth in 1970, though I returned as an adult in 2004), with a long-term love for an understanding of this City's unique strengths and challenges. I am also both visually and hearing impaired, and due to my visual impairment have not driven since 1996. I ride RTD daily, including 11 years of commuting to Downtown Denver, and also frequently make use of the city's bike lanes and paths. My legal career has had little to do with transportation (I am an appellate attorney and primarily handle death-penalty cases), although I have some experience in environmental and transportation law back in the vestiges of my training. I have worked with many different organizations in both professional and personal capacities, and have a great deal of experience building coaltions among groups and individuals with diverse and sometimes divergent interests.

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

I have no direct experience with the TAB. However, as a daily RTD user and a frequent cyclist, as well as a person with disabilities, I have a strong interest in Boulder's transportation planning decisions. My many years of using RTD, and experiencing various changes to the system both within Boulder and along the US-36 corridor, have highlighted the ways in which changes aimed at reducing vehicle use or speeding up commuting times sometimes negatively impact those who do not drive at all, such as people with disabilities. I'd like to bring this perspective to the board.

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

I was recently part of a committee charged with restructuring the dues mechanism for our synagogue. One member of the committee had a particularly strong view about the change we should make, which the rest of the group felt was not the best approach. While the group attempted to listen respectfully to one another and to persuade the hold-out member with discussion, this was not effective. Ultimately, we charged each member with gathering a particular set of data, and then regrouped to share and discuss this information. As we hoped, the data -- and the process of gathering it and analyzing it for presentation to the group -- helped the hold-out to let go of his original position and move closer to the view held by the rest of the group.

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

I am not aware of any potential conflict of interest.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

This is a huge question, and one that the Board surely wrestles with on an ongoing basis. I don't claim to have the answers to it, though as a member of the TAB, I hope to have an opportunity to work collaboratively with fellow Board members and others to find workable implementation strategies.

A few general thoughts: Transportation funding and Transportation Demand Management are areas where the City can make a measurable impact on residents' and visitors' choice of transportation mode away from private cars. In theory, continuing to work towards "complete streets" does, as well, but much more study and discussion needs to take place to determine what trade-offs are involved and whether the benefits outweigh the costs. The same is true of the regional cooperation issues. For example, the recent changes to the RTD Boulder/Denver bus system, now the Flatiron Flyer, brought much worse service to City of Boulder commuters (whereas Westminster/Broomfield commuters received significant improvements to service speed and options). These negative changes included first/last mile problems that are likely to reduce overall use of non-car transportation. While RTD appears to be restoring some of the Boulder-specific cuts and fixing some of the problems, the initial changes were largely not consistent with the TMP goals.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

At a very basic level, I believe that improving first/last mile access has the greatest potential to improve alternative transportation use. However, Boulder also needs to recognize that many people who live and work in Boulder do not have the luxury of making alternative transportation choices, due to time, money, health, and other constraints.

There often seems to be an adversarial climate in Boulder between the City's environmental/sustainability goals and the so-called "business community." Many businesses in town stand to benefit from full implementation of the TMP, however. Improving dialogue with the business community and other interest groups, and finding ways to take advantage of the wealth of innovative talent in Boulder in connection with transportation changes, should be among the Board's goals.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

First/last mile access is a key issue. Creating a linked network of frequently-running bus routes along the lines of the SKIP and DASH, so that one can quickly get to and from areas of commercial density such as those in East Boulder and Gunbarrell, would make it much more feasible for more people who work in Boulder to leave their cars at home or to park in an outlying PNR.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I don't have a great answer for this question other than dialogue/collaboration. A true answer requires too many situational specifics. I have been watching the changes to the US36 corridor with some concern, as it seems City of Boulder commuters are benefiting the least compared with those further east, and would like to make sure that future regional collaboration does not marginalize Boulder's needs and interests.

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Boulder City Council
Attention: City Council Support
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303-441-3019

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

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

First Name *
Marianne

Last Name *
Gatten

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
Boulder

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-808-4363

Work Phone (?)

E-mail Address *
mkgatten@yahoo.com

Occupation
Manager

Place of Employment/Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

12/1/1997

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have worked in industry for 25 years, helping companies solve complex problems. In my leadership positions, I have facilitated many teams through the strategic planning process and continuous improvement cycles. I have served on the Board of Directors of a national industry association, Measurement, Control and Automation Association, and I have worked with the Natural Gas Vehicle Association, NGVGlobal, to develop their strategic plan. I also have a strong analytical background having led market research studies that identify trends and new product ideas. In addition, I have an MBA degree that provides me with a strong understanding of finance. I believe with this background, I have the strategic vision, problem solving skills and analytical skills to help work through the complex issues facing TAB.

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

I have lived in Boulder for 18 years and have enjoyed many of the services that TAB oversees. The SKIP provides excellent service for a North Boulder resident such as myself to get to and from downtown Boulder and CU. I also use the bike lanes on Lee Hill to travel from my house to my community garden plot in the Holiday neighborhood. I would like to be a more frequent user of the bike lanes and the bus system. Connecting key transportation routes would have made riding the bus or my bike more realistic for my commuting between North Boulder and Gunbarrel for work. I would also like to see completion of transportation routes to the neighborhood schools in the area. When a bike trail or bus route is available it is great, but they are still fragmented in my part of the city.

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

When I was approached by board members to work with NGVGlobal and help them develop their strategic plan in 2012, the board was in disagreement about the direction of their industry association. The board recognized the value of a non-partial third party, who specializes in strategic planning. Before the planned two day board meeting, I met with key members of the board to outline the goals of the meeting and the agenda. I believe a well-defined meeting is critical to success. All board members were sent the goals and agenda before the meeting.

During the meeting, I found that brainstorming with the full team was not productive because of the conflict in points of view. I therefore modified my plan and used three techniques that I find helpful in these situations. One technique was using affinity diagrams. With this technique, each participant wrote down all of their ideas on the agenda topics on post-it notes and then the team grouped the ideas into categories. This technique allowed all voices to be heard, not just the loudest. Also during the grouping of ideas, team members saw the commonality within the ideas. The second technique I used was breakout teams. With breakout teams, greater discussion happened and the teams were able to develop more detailed plans around the topics developed from the affinity diagram exercise. The third technique I used was multivariate voting. This is a structured forced ranking process in which all team members participate. As I tabulated the results, the final question for the team was “can the team members, live with the results”. By “living” with the results, I focused the team on identifying if there was any harm caused by the decision and if the decision fit the mission and vision of the group. By using these techniques, I was successful in helping NGVGlobal work through their conflict and develop their strategic plan.

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

I don’t see any potential conflicts of interest. I am not currently active with the NGVGlobal association. I am open minded and like listening to all sides of an issue prior to making an informed decision.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Having the strong support of the community is essential to implementing the plan and having it be successful. I applaud the city for hosting the Boulder Valley Comprehensive Plan Local Listening Sessions where the local citizens were able to hear about near term plans for their area and share feedback directly with the different city agencies. I attended the November 18th North Boulder session, and I learned about the North Broadway and 19th Street enhancements and the proposed new bus depot at 36 and Broadway. These improvements are exciting and by showing the neighborhoods the enhancements in their area, Boulder residents will be more inclined to overlook the short term traffic impact caused by the construction.

I also agree with the Living Lab process that is in place. Instead of debating a change for years, the Living Lab tests the proposal in the field. By doing field trials of the proposed change, Boulder citizens can fully understand the change and give feedback prior to a full scale implementation. One example for me that was helpful was the test of back-in parking on University Avenue. I would have never thought it was better to back into a parking space, but when I actually used the parking spaces, I found it easy to park my car.

Another item I would recommend is painting the aspirational picture for people of how our community could be less reliant on cars and how that would enhance our quality of life. Working in strategic planning, I find most people have a hard time envisioning the future. It helps to describe in words and pictures how things will be once all the proposed actions are in place. As I read through the Transportation Master Plan, I pictured a future for Boulder transportation like I have experienced in the Netherlands. I have travelled many times to the Netherlands for work and am always impressed by how many commuters are using the train and bicycle network. The bike trails in the Netherlands are dedicated to bikes, separate from the car traffic, have their own traffic lights, are well maintained, and connected from transportation hubs to shopping areas and office parks. All ages are using the system in rain or shine. The Complete Street and Regional Travel focus areas consist of exciting projects and programs that will not only improve transportation and reduce GHG, but also enhance our quality of life. Getting this positive message out to the community would help greatly in improving community support and counter act the negative messages people hear about Boulder wanting to reduce jobs, slow traffic and reduce parking to meet carbon targets.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Transportation is inter-connected with and a vital part of Boulder meeting the sustainability goals. The community cannot reach its carbon reduction target of 80% reduction by 2050 without reducing the amount of car exhaust caused by traffic. TAB has a large part in reducing the amount of single occupancy car travel, by finding ways to increase use of public transit and alternative modes of transportation. By completing streets and improving regional transportation solutions as outlined in the TMP, TAB can significantly help Boulder meet their sustainability goals.

Involvement from the business community, neighborhoods and interest groups is essential to get the large scale buy-in needed to meet Boulder's aggressive GHG goal. The local schools are using Trip Tracker to encourage kids and parents to walk, bike, ride the bus or carpool to school. This incentive works for my kids and their friends in encouraging them to always ride the school bus. I am thinking a joint team of businesses, city government, citizens and interest groups could develop a creative incentive plan for increasing employees in Boulder to use alternative transportation or employers to offer increased telecommuting.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Pollution, congestion, and safety, I believe are the top three most pressing transportation issues for Boulder. These issues are interrelated to one another and connected to other issues facing Boulder like affordable housing.

The first most pressing issue is pollution, greenhouse gas, caused by car exhaust. We live in a beautiful part of the country, and our community highly values the outdoors. Since we live in a valley, car exhaust becomes trapped causing Boulder to have high levels of pollution from car exhaust. Having worked with CNG vehicle groups, I have seen that government incentives and mandates work very well with the adoption of CNG vehicles and the build out of the infrastructure. With the Niobrara shale play right next door that could provide local, affordable natural gas, I would think we can develop some sort of regional program. I also would partner with the planning board supporting affordable housing and mixed use developments. An increase in affordable housing would allow more people who work in Boulder be able to live in Boulder and reduce commuters in a positive way.

The second most pressing issue is traffic congestion caused by too many single occupancy car trips. I do not believe that adding more lanes to congested streets is the answer. We have to find ways to increase usage of alternative forms of transportation. I like the EcoPass. I like convenient bus routes like the SKIP. I do think there are some key connections or linkages missing in the system. For myself, commuting from North Boulder to Gunbarrel would mean two buses and a mile walk along a street with no sidewalk or street lights. Another example is 4 mile creek bike trail where it ends at Violet with no cross walk to help kids cross the street and bike to either Crestview or Centennial. A study and prioritization on finishing and linking key routes would be a step I recommend. I also like the idea of having an alternative transportation application for your phone. We have all become accustomed to mapping our driving routes and having the application tell us exactly the best route with clear directions and time estimates. When it comes to alternative transportation, we have to pull up a route map and a time table. I have to admit, I find this cumbersome and complicated. An app for your phone would make the process very easy. The app could also track which routes are most researched and provide input for potential new routes or highlight issues with existing routes.

The third most pressing issue is safety for pedestrians and bikers utilizing shared congested routes. An example of a safety issue for me that limits my family from walking or biking more is the neighborhood connection to Gateway Park. There is a bike lane on Lee Hill and a crosswalk at Lee Hill and 36. I drive my children to Gateway because crossing 36 in a spot that is signed for 55 miles per hour is too dangerous and there have been fatalities at that intersection involving experienced bikers. I think establishing a mom's forum on the internet would be helpful. Moms could post comments about their safety concern areas so these issues can be identified, prioritized and fixed.

8. What do you think would be an effective approach for creating regional transportation solutions? *

First, I would start with a study of what are the destinations for commuters from Longmont and Louisville/Broomfield. I would also understand how long it takes on the current bus routes to get to those locations. If the current bus route accommodate the commuter needs, then the next step is, I would develop a study to answer the questions "why people don't use the system" and "what would change their mind." If the current routes do not match commuters' needs, then I would look into establishing new routes.

Second I would watch how the new dedicated bike path from Boulder to Louisville is used by commuters. This new bike path may be a solution for some of the traffic as people start using it. If it works for the Louisville/Boulder 36 corridor then, I would look at a similar option for Longmont to Boulder.

Third, I would work tirelessly for FasTracks. I like the plan for FasTracks and would like to see it happen in a timely fashion. The opening up of the first phase is a positive step.

Forth, I would advocate advertising the current routes for commuters by doing educational talks at some of the larger employers in town. At these talks, you could also find out some of the issues making people select car travel vs. bus travel or bikes. I notice when I am in the Netherlands, there are many more bike lockers at key transfer points. For example a person could use the Longmont bus, exit at IBM, and pick up their bike at a locker at IBM and then ride their bike for the last 1 mile to the business parks off highway 52 or 71st. Currently that last mile requires the commuter to walk on busy streets with no sidewalks.

Fifth, I do not see a regional bus from Erie to Gunbarrel. Working in Gunbarrel for the last 18 years, I have seen tremendous growth in traffic both on highway 52 and Lookout Road. I would advocate for a transportation study for these routes and see if a bus service would help alleviate the traffic.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

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

First Name *
Martha

Last Name *
Friedrich

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

Street Address
3745 Birchwood Dr #35

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-493-1435

Work Phone (?)

E-mail Address *
martha.friedrich@gmail.com

Occupation
most recent: program evaluator

Place of Employment/Retired
retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

11/1/2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have a PhD in Clinical/Community Psychology and served for many years as the Program Director of a multi-state medical education program. I have also worked extensively in program evaluation, designing and implementing research plans to assess program needs and effectiveness. I have served on several advisory boards for national programs and the board of directors of a non-profit agency.

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

I have no direct experience with this board. However, I believe that some of the goals of this board are quite similar to my personal goals. Specifically, I wish to reduce my reliance on my automobile for transportation, and to use alternative transportation whenever possible. I believe that as an older woman, i represent a significant target for efforts to change my transportation behavior and my personal insights regarding obstacles may provide a valuable perspective.

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

Most of my career was spent helping an organization work through conflict. In my job as Program Director of the Florida/Caribbean AIDS Education and Training Center, I had to reconcile the needs of various stakeholders including the federal funding agency, the faculty, the staff, the people being trained, and the patients being treated. I found that a pragmatic approach focusing on objective reality over ideology, clear respectful communication and flexibility and compromise was most effective. It is important to stay attached to the goals but not the means of achieving them.

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

I have no conflicts of interest with respect to the work of this Board. Perceived conflicts of interest can undermine the effectiveness of any organization and should be avoided. Transparency is key along with the willingness of people to acknowledge when their objectivity is compromised and withdraw.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The Transportation Master Plan presents a vision of the future based on the values of today. The major problem with this or any other long term plan is that is is based on estimates and guesswork about the future which is, in fact, filled with uncertainty. For example, travel expectations are based on population and employment forecasts but housing and employment practices in Boulder are very controversial right now. The questions of rate of growth are political and 2035 forecasts could be faulty depending on political decisions made between now and then. Planning for transportation needs must be coordinated with decisions on development and affordable housing. At the same time, discussions about development must be made with consideration of transportation issues and based on realistic expectations.

There are two relatd aims in the TMP that I can identify: to reduce single occupant auto trips and to reduce greenhouse gasses. The latter can be accomplished through technology by encouraging people to swap their gas guzzlers for hybrid or electric cars. The challenges are mainly financial.

Reducing single occupant auto trips is more complicated. People could have multiple incentives to reduce their driving including environmental concerns, the inconvenience of traffic, the availability and cost of parking and the costs of fuel as well as other costs of car ownership and a desire to drink alcohol at a public place. Focussing attention on only one outcome may be counterproductive. The TMP emphasis on greenhouse gas emissions may not resonate sufficiently with people who might respond to other issues. People will always be more strongly motivated by personal and immediate goals than global long-term goals. Behavior change strategies will be more successful if the result can be seen by the individual and not the individual's grandchildren.

Focusing on any single strategy could also be counterproductive. For example, you could eliminate parking all over town and many people would simply take their business to neighboring towns which results in an increase in miles driven. Or you could take a lane of traffic away form cars and give it to bicycles and increase the hostility toward cyclists. While it is always easier to evaluate individual changes, combinations of change that appear equitable may be better received.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Boulder's community sustainability goals have ofter been observed to be in conflict with each other which leads to problems. Economic sustainability requires employment opportunities that bring in more commuters in cars which is in conflict with environmental goals. The immediate goals of individuals and businesses are also often in conflict with long term goals. Boulder citizens seem to be in agreement that reducing the use of fossil fuels is important; it just isn't always quite as important as whatever needs to be done today.

The high cost of housing results in people with lower paying jobs living farther from their place of employment. This is clearly a transportation issue but it is also a housing issue and transportation solutions must be integrated with housing solutions.

Traffic is a significant concern to all as it causes delays and stress. There are particular times of day when large numbers of people are traveling at the same time to get to work or home or some other activity and the scheduling is out of the control of individuals. Businesses could be encouraged to vary employee start and finish times to reduce rush hour traffic. Alternatively, they could be encouraged to synchronize start and finish times to encourage car pooling. Ideally, they could choose between options. Some incentives might be provided to alter work schedules to fewer, longer work days.

Neighborhood groups and HOAs could be assisted in developing car pooling apps or providing weekly shuttle service to common destinations.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Having cars, trucks, busses, bicyclists and pedestrians sharing the same spaces creates dangers and conflict. I believe that relations between car drivers and bicyclists are approaching the level of distrust and hostility currently seen between liberals and conservatives which results in disfunction in Congress and a major obstacle to implementing changes in Boulder's transportation plans. Getting the entire community to support any new plan will require that all groups believe that they are being heard and treated fairly. In my opinion, the most pressing current problem is this political division which makes all attempts at a solution looked on with suspicion

There have been several well-publicized efforts by the city to increase cyclists' safety by changing drivers' behavior. Perhaps some effort might be expended to reining in the many illegal behaviors that the cyclists engage in that threaten their own safety, such as riding without lights at night.

We must recognize that transportation issues are seasonal. Encouraging walking and bike-riding in good weather is going to be more successful than in snow and ice. Maybe we can give cyclists an extra lane in the summer in exchange for better plowing for cars in the winter.

Many people have suggested that a larger fleet of smaller vehicles could be more convenient for riders than the large buses currently being used. I agree and also realize that separating from RTD may not be feasible. A non-profit shuttle service with neighborhood schedules might reach people who find the current bus system does not meet their needs. If we can't afford full eco passes for everyone in Boulder, could we afford Monday eco passes for the people in South Boulder, Tuesday for East Boulder etc?

We have a wonderful multi-use path system I'm told. But when I tried to find a map of bike/walking paths I was directed to a map (https://www-static.bouldercolorado.gov/docs/map-bike-pedestrian-routes-1-201407111617.pdf) that I could not read on my computer screen or when printed, even with both my glasses and a magnifying glass. These paths are not included in the ubiquitous free Boulder map.

We are all creatures of habit and trying new behaviors can be anxiety provoking but once the initial hurdle is cleared, our options are changed forever. If you want to get me, an older female scaredy cat, to ride a bike downtown, you may have to "hold my hand" a few times to help me get started. This hand-holding could be removing car traffic or limiting it to local residents only for a couple days (not necessarily permanently) with "experts" posted along the route to offer guidance and support. Similar to bike to work day, an event dedicated to bike to whatever could engage the community of would-be cyclists and give a confidence building experience.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I honestly don't understand the regional transportation issues. We voted for light rail but got busses. We increased traffic capacity from Boulder to Denver but only for people with money and we know that many of the in-commuters are in the low paid service industry. And the decision making seems to be outside of the control of anyone in Boulder. I would be happy to learn more and apply my considerable data analysis and problem solving skills to the problems but the situation is too complex and I don't know enough now to venture an opinion on an effective approach.

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

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/15/16

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Staff Liaison: Tracy Winfree (303)441-4164

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

First Name *
Martin

Last Name *
Nuss

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
US

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-715-8444

Work Phone (?)
303-335-0565

E-mail Address *
mnuss@ieee.org

Occupation
Chief Scientist/Technologist

Place of Employment/Retired
recently retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/1/2006

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have been on many executive teams and participated in Advisory Boards as well as been on Board of Directors at startups, private, and public companies over the last 15-20 years, always focused on achieving successful outcomes and results. I have a Ph.D. in Applied Physics but worked in many high-tech industries over the last 30 years, giving me insights into multiple industries including next-generation transportation and mobility.

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

As a technologist, I have always been interested in industries that are undergoing fundamental change. Automotive and transportation/mobility in general are at the beginning of such a change, both in terms of technologies as well as business models. After recently retiring from a public company as part of a successful acquisition, I want to apply my skills to the benefit of the public and not just a company I work for. I believe the TAB provides me an opportunity to do so.

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

Getting all opinions, arguments and possible solutions collected and open on the table, together with as much actual and quantitative data, facilitates consensus building and decision making. Effective listening, having an open mind and (over-) communication are key attributes in that process, both within the group and with other constituents.

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

I have no conflicts of interest

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

I would look at the implementation of the TMP from two different angles:

1) How can today's usage of the existing multi-modal public transportation system be further increased? Who is NOT using it, and why, and how do we improve on that? Are there some simple usability, acceptability and convenience solutions that can be cost effectively deployed?

2) Are there other potential improvements to transportation that we have not yet looked at that could get us to the TMP goals faster or more cost effectively?

3) Once we better understand this dynamic, it should become much easier to make the right decisions on how to prioritize investing in and extending the current system, and where it has the most benefits for the BV population.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Economy: Transportation needs to support the local economy and make it attractive for companies and their employees to start or relocate their businesses to Boulder County

Environment: We need to reduce and manage green-house emissions from transportation in Boulder County, looking at all angles (reduced SOV usage, more hybrid/electric technology, ride sharing, improved traffic flow, less vehicle traffic from cars looking for parking, etc....)

Social: Neighborhoods, downtown, mixed-use districts need to be vibrant, safe, walkable, bike-friendly, livable, with convenient access to transportation between areas

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

The vibrant startup and emerging-company environment in the Boulder Valley has led to more and more firms starting up or relocating here, but those companies are vying for space everywhere along multiple corridors, not just at a few central locations. At the same time, living in the City of Boulder has become less and less affordable for a majority of the people working here, forcing them to in-commute - from many different locations. This makes classical solutions to congestion management like car pooling and regional public transport more difficult and less effective to implement, and multi-modal transportation less attractive to users because of the geographic extend of both the starting and end points of travel locations.

I think the TAB should have an open mind regarding how the aggressive green house gas reduction targets of the TMP can be achieved, and explore what new cost effective transport solutions are available or could be made available that can achieve those targets beyond the more traditional and obvious choices, in particular for the problematic in-commuting. The TAB should also work into the long-range plan and its vision how transportation will likely change over the course of the next decade as a consequence of emerging automotive technology, traffic information and control technology, as well as new transportation business models, and services.

TAB should continue to work with the City Council and businesses in the area to make more areas within and around Boulder walkable live&work communities that reduce or at the minimum cap the need for in-commuting.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Regional transport solutions are likely more difficult economically and politically to deploy than local solutions, in particular given the complex traffic patterns of in-commuting and increased sprawl outside the City of Boulder. The question would also be what it would take to achieve high acceptance along key corridors. Other (bigger) cities have implemented successful regional bus models, but we may not have the funding to implement those in a timely manner. Could Boulder implement an Uber-like ride share service along key routes in vehicles smaller than a big regional bus but larger than a car, subsidized by existing funding as well as businesses along those corridors to make it affordable and discourage SOV usage? More ideas and data would have to be collected from the many constituents, but it could be part of the living laboratory, and it would be fairly easily possible to assess likelihood of success.

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303-441-3019

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

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First Name *
Michael

Last Name *
Cody

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO - Colorado

Postal / Zip Code
80305

Country
United States

Best phone number where you can be reached

Home Phone (?)
802-578-2030

Mobile Phone (?)
802-578-2030

Work Phone (?)

E-mail Address *
mlcody@gmail.com

Occupation
Design Engineer

Place of Employment/Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/31/2007

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

I have an undergraduate degree in Mechanical Engineering from the University of Vermont where I spent five years racing bikes with our University club and commuting regularly on bicycle. Burlington is very similar to Boulder, sharing a pedestrian mall architect among other noble features. When I moved to Boulder I was still racing bicycles professionally and spent a lot of time on the roads here. After I retired from racing I attended CU and earned a M.S. from CU Boulder in Product Design. The program is based on the user centered design approach, pioneered at design houses out of California, to focus on core issues at hand through multidisciplinary research methods. After graduation I began working for Gates Corporation in Denver and have commuted everyday since I started via RTD. My employment began right around the time that route 36 was torn up so I have experienced the project from a public transportation aspect.

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

I have interacted with a board member recently that encouraged my application. Via this board member I was shown some of the inner workings of the planning process and how my experience could be applicable.

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

I recently wrapped up a meeting regarding delivering product to a customer where multiple groups were trying to achieve the same end goal of delivery though the method and task list of each group did not match up. To keep us moving forward I was able to highlight our end goal and work backwards with each group to establish dates to determine project feasibility and realistic timelines that we could agree on.

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

I do not have any foreseeable conflicts of interest by serving on this board.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

I would need to work with current board members to bring myself up to speed on past efforts, successes, failures, and apply those towards the details of the master plan.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Meeting E.E.C. (Economic, Environment, and Social) issues to me involves encouraging and enabling access to our local businesses by our primary residents with a strong consideration for people visiting our city for business and pleasure. To do this I see a balance of access that enables visitation to our community businesses and making sure we recognize that without inter-city mobility we cannot sustain long term business vitality.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Recognizing that our proverbial waistline in no longer as trim as it once was and that while we can certainly trim down, we need to strike a better balance with our pant size moving forward.

This includes realizing that city residents seem to be in a reactive state of mind to the issues at hand lately and be more sympathetic to the each component of changes a master plan would have on our city.

8. What do you think would be an effective approach for creating regional transportation solutions? *

From my perspective I would start with some research on what cities without land growth opportunities have down to manage their growth spurts from an infrastructure perspective as well as what effect it had on the community. Understanding that there will always be someone with an opinion and a cynical viewpoint I would spend some time in the field with board members and residents. Bringing board members to the field evaluating the bottle necks of the city traffic patterns (where traffic includes, bikes, pedestrians, buses, and cars) would also be an approach I would encourage to highlight the experience that our residents experience coming to and from our city.

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303-441-3019

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/16/16

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First Name *
Richard

Last Name *
Collins

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

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-440-6040

Mobile Phone (?)

Work Phone (?)
303-492-5493

E-mail Address *
richard.collins@colorado.edu

Occupation
professor

Place of Employment/Retired
University of Colorado at Boulder

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

1/1/1976

ANSWER ALL OF THE FOLLOWING QUESTIONS

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

On the CU law faculty. Specialities include local government law and property law.

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

I have been a bicycle commuter in Boulder for over 25 years and am thus much interested in bicycle issues for the city. When ice and snow force me off my bike, and when I have business in Denver, I often use bus services--the Skip in town and RTD to Denver and the airport.

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

I practiced law for 15 years before becoming a teacher. My practice involved numerous conflicts.

Since becoming a teacher, I have been involved in conflicts within the University on several occasions.

The most important technique to resolve conflicts is careful marshalling of the facts and patient disussions of possible resolutions.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I can't think of any.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The major change in transportion since I became a resident is the increase in commuters to the City. Added to the normal increase in resident traffic, this presents major challenges in congestion and parking. I am aware that these issues are well known to the board and council, but I hope to contribute to finding the best ways to address them.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Congested streets impair the city's social and economic health, and vehicle emissions are an environmental problem, so transportation issues are important in all three areas. Because these issues affect everyone, it is essential to involve all interest groups in efforts to find solutions. Outreach to do so should not be difficult. A side issue arises from the effects on transportation of development in the city, whether of new housing, new businesses, or possible increases in housing density, all of which add to vehicle use.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

As posts above say, the most pressing problems are commuters and parking, and development projects that increase density are also important. Exisiting policies involve a broad spectrum of approaches, so it is difficult to add anything entirely new. I do think the City has been much too lax in allowing destruction of off-street parking that forces more cars onto the streets.

8. What do you think would be an effective approach for creating regional transportation solutions? *

The City has worked with RTD for many years, and this has been effective. We need to look for ways to improve this policy in every possible way.

cityclerkstaff@bouldercolorado.gov
303-441-3019

TRANSPORTATION ADVISORY BOARD

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02/16/16

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First Name *
Stephen

Last Name *
Haydel

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80302

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-868-4236

Work Phone (?)

E-mail Address *
stephen@haydel.com

Occupation
Software Engineer

Place of Employment/Retired
Adeptive Software

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

4/23/1993

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

B.S. in Industrial Engineering from Texas A&M
American Cycling Association - Board of Directors
Bike Race Promoter - Traffic Planning, Volunteer Coordination, Permitting.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

Folsom St. - Went to Open Houses and talked to transportation department. Was almost hit twice while biking on Folsom and Canyon after the right-sizing due to bad design.
Cycling on the bike path. - We need to address Ice in the winter and underpass flooding in the spring.
Bike Lanes - Priority should be fixing current problems. Potholes, Intersection interaction, Bus stops.
Cross Walks -

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I came onto the American Cycling Assoc. board during a transition year after the founding member was pushed out. There were a lot of hard feelings from past members. We had to work on moving forward, while not distancing some core members that were not happy with the change. A lot of time people just needed to vent their frustration and then you as a Board Member had to move on to current issues.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

None that I know of. I bike, walk and drive a car in Boulder and region on a regular basis. I live in Boulder but work in Louisville. I see the current effects of our regional planning everyday.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Increase funding for bike lanes and alternate transportation. If the goal is 10% bike trips, then the funding should match that. This will help us "Complete" some streets.

Regional Issues - Until we get a reduction in single occupancy vehicles, slow down the building of new office space. We need a 1% reduction in SOV before we add a 1000 new workers.
How do we force RTD to give Boulder more services?

Transportation Demand Management - Analysis and see if it is really working. Are people driving less or just parking in nearby neighborhoods when parking is reduced when there are no good alternative options? We saw that in the 1990s Downtown had to build new parking garages because of demand. Will this also happen in Boulder Junction?

More pedestrian/bike underpasses. Some major corridors like Canyon Blvd, 28th St., Arapahoe, etc could use some. This will increase safety and help car travel from backing up.

Some goals in the TMP are probably not attainable.
Bus Rapid Transit - We don't have enough right of way on most roads to implement. A short partial system is not going to help much.
SOV trip reduction by Non-Boulder residents. What if we don't see reduction from 80% to 60%?

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Economic - Alternate modes of transportation other than cars have to be as quick and easy car travel. Most people are not going to take 2 buses that take 20 minutes to get to someplace they can drive to in 5 minutes.

Environmental - We need to concentrate on local pollution more than Global. Example was Folsom St. Right Sizing. We created more idling cars and more local pollution to neighbors and cyclists. What we do as a city is going to have negligible impacts on climate change but great impacts on citizens.

Social - We need to stop shaming people that drive. This approach in harmful to the community. More positive initiatives like bike to work week and the such.

Business Community - More tele-commute days for out of town workers?

Big issue missing here is BVSD. A lot of local traffic is by parents dropping off students to school because of open enrollment. Our schools should not be traffic jam hotspots. *A year ago I got hit by a parent dropping off her daughter at Baseline Middle School while I was biking into work. We need to work with the school district to increase kids enrolling to local schools so they can walk or bike to school.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

Traffic coming into Boulder due to the Jobs/Housing imbalance. I work out in Louisville and see the gridlock that is caused by 63,000 in-commuters coming into Boulder everyday. This is the number one cause of car traffic in the city. How do you get this number down? Make new development provide more transportation options. This should be part of the Site review in Planning Board if the property is asking for density exemptions. A parking reduction is not going to be effective unless the company is also providing other viable transportation options.

Bike Lane/Bike Path maintenance.
Bike Paths - This winter really exposed a lot of issues with Ice on the bike path and ice on the entrances to the bike path. If the city wants to maintain or increase the number of cyclists, it needs to make the experience safer.
Bike Lanes - Stay ahead of the potholes. Example is Folsom by McGuckins. I bike on this regularly and after every spring storm potholes re-appear. This is just one example where we are not maintaining a safe travel way for cyclists.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Hard One. With the spread out towns in Boulder County and the spread out job base in the City of Boulder, it is hard to make public transportation work for most people.
The best approach to get more people to carpool would be to work with technology. Help people find neighbors that are taking similar commutes at the same time.

Force RTD to work with Boulder County and regional cities. This will take political pressure from the council and local politicians. Boulder can not go at this alone and expect improvement.

Be realistic. I split my commuting between driving, biking and telecommuting to my work. For most people biking out and over Davidson Mesa is not an option even with the new bike path that ends at Table Mesa.

It might be time to invest in overpasses on Diagonal and Foothills Pkwy? Seeing the backed up traffic, I feel this is one of the worst pollution coordinators from the cars stopped at traffic lights. A lot of these drivers are not even going into Boulder but commuting to Gunbarrel/IBM/Longmont jobs.

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First Name *
Tila

Last Name *
Duhaime

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
917-903-2318

Work Phone (?)

E-mail Address *
tilatila2@hotmail.com

Occupation
Parent

Place of Employment/Retired
Home

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

5/20/2012

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

In 2011, I was appointed by the borough president of Manhattan to serve on the local governmental advisory board for my district (Community Board 7), and I served on its Transportation Committee first as a public member and then as a voting member of the Community Board. In that capacity, I consulted with staff from the city's Department of Transportation and worked to educate the public and other board members about various initiatives, including street redesign projects, public safety campaigns, parking management, cycling path management, and more.

Between about 1999 and 2011, I was heavily involved first as a volunteer and later as a community organizer for the New York City nonprofit Transportation Alternatives, which promotes walking, biking, and public transit as the best modes of urban transportation. My community organizing work involved meeting with local citizen groups, schools, and businesses on the Upper West Side of Manhattan (a community comparable in size to Boulder), encouraging them to re-envision their streets to accommodate all people and modes of transit. I also helped these groups bring their concerns and requests to the relevant city agencies. It was after spearheading a successful campaign for a parking-protected bike lane on a major avenue, and working with local elected officials and community representatives to smooth the implementation of that project (see response to Q 3 below), that I was appointed by the Manhattan Borough President to serve on Community Board 7.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

While I haven't had any direct experiences with TAB, I have been aware of its work as it relates to matters of concern to Community Cycles, specifically its Advocacy Committee, of which I am a member. My husband and I are avid cyclists and occasional drivers, and the extensive bicycle infrastructure in the area was one of the main reasons we relocated here. I want to help ensure that Boulder continues to prioritize multi-modal transportation as it grows, encouraging people to rely far less on private automobiles than is considered normal in much of the rest of the country. Coming from transit-rich New York City, however, I feel that Boulder has a ways to go in enhancing its transit services, although its recent momentum on projects like bus rapid transit is encouraging.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

When a mile-long parking-protected bike lane was installed in one neighborhood of New York City, after months of public outreach and input, the complaints of residents and businesses adjacent to the lane began before the paint was even dry. Although the city officials involved throughout the planning and implementation process were expecting some pushback, and despite the largely unsupportable anecdotal nature of the complaints, Mel Wymore, the chairman of the local community board (an appointed body that advises the local elected city council member) took them very seriously. He asked me and several other stakeholders to come together, over about a dozen in-person meetings, to listen to each other and determine whether there were any tangible design problems and means to address them. At the time, I was one of the leaders of a neighborhood group that had advocated for the street redesign. Staff from the offices of the relevant state senator, state assemblywoman, and city council member attended along with representatives from the city's DOT. Business owners who were unhappy with the new design joined the group, as did representatives from two business improvement districts who officially supported the bike lane but were struggling to constrain internal dissent after its installation. In short, what came to be known as The Columbus Avenue Working Group comprised people with vastly different viewpoints about the new street configuration, and united us with a common purpose: to make it better.

When Mel first asked us all to come together, I thought finding consensus would be a fool's errand. I privately advised him that the complaints would likely die down within a few months, and to just wait and see if there were any persistent issues. I'm sure he was advised by others to the effect that he ought to scrub out the paint before the bike nazis got too attached to it. Instead, he convinced us that we could work together, building on small points of agreement (such as: Columbus Avenue could be improved) until we were willing to confront the more contentious parts of the design. Certainly there were some areas where the members in the end just had to agree to disagree, but by and large the working group either tweaked the design to improve it (installing peak period loading zones for large delivery trucks, while preserving scarce curbside parking in non-peak hours) or came to a common understanding about the necessity of certain design elements (as when I defended certain intersection treatments to prioritize cyclist and pedestrian safety over the convenience of a handful of drivers). I believe that in the end, every member of the working group felt he or she had contributed to the overall project, and had personally gained something from the experience. I certainly learned many lessons about conflict resolution.

First, mutual respect is essential. Whatever our personal biases, Mel treated everyone's contribution as valued, made sure that everyone had a chance to speak, found some crumb of validity in nearly everything that was said. But he also kept us on task to accomplish something, not just vent: redirecting our angst toward thoughtful solutions was a second key to resolving our differences, making us look forward rather than brood on past misunderstandings. Third, Mel worked hard to make sure that someone from every stakeholder group was at the table, which reinforced the idea that this street design was intended to serve the public as a whole, not just a giveaway to cyclists. I worked hard to convince the skeptics that things like speeding and crash and injury rates were likely to fall, positively affecting the same drivers they worried were being inconvenienced. And because for once skeptics were expected to listen to me rather than dismiss me as a cycling activist, the numbers started to make sense to them. The very diversity of our viewpoints ensured that the final recommendations from the working group to the city DOT were a valid reflection of what the community wanted. Fourth, the speed with with the working group was formed (and which alarmed me at first) ended up being a great asset: knee-jerk reactions had not yet become entrenched opinions, the elected officials were still able to work toward consensus because they hadn't been forced to take sides, and the people raising complaints felt, rightly, that something was indeed being done about them. Promptly responding to the complaints, if not resolving them, helped soothe upset members of the public. Sometimes people want to know that their community leaders are at least listening, even if they don't agree at the end of the day.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I know of no conflicts of interest at this time, and I have reviewed and understand the conflicts of interest guidelines applicable to Boulder's Boards and Commissions. The procedures outlined in those guidelines in the event of potential conflicts of interest seem perfectly adequate.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

The updated TMP contains some ambitious goals, and acknowledges that reaching those goals requires changing current behaviors and habits. The Folsom kerfuffle has highlighted how difficult change can be, particularly among people who see no problem with the way things are now. But wise planners do not wait until our streets become a problem, and we are expecting growth which must be managed aggressively. I think that more concrete intermediate metrics on how mode share is (or is not) changing in the years between now and 2035 will help people understand the process, and reinforce public committment to the TMP goals.
The periodic update process is immensely helpful in keeping the document fresh and reminding the public and elected officials of their commitments, reinforcing the priorities reflected in the plan. These local charrettes should continue in the future. Of course the hard part is when decisions must be made to fund or enact particular programs (or decline to do so), especially with respect to the Transportation Demand Management portion of the TMP. Even if the TDM is a result of collaborative effort, it is surely not unanimously supported, and without the ability to make certain elements mandatory I worry that some of the more difficult goals of the TMP will remain out of reach. I would support efforts to make certain strategies in the TDM obligatory, especially for new development in Boulder.
Another major element of demand management is the third rail of auto parking policy, modifying which is difficult but necessary. Making parking less available and/or more expensive is key to reducing the incentive to drive, so Boulder must examine both its existing parking stock and work hard to minimize growth in parking as development continues. This goes hand in hand with increasing the quantity and quality of bike parking, or enhancing parking for rideshare vehicles or near transit hubs. More than most elements of transportation policy, people tend to feel proprietary about "their" parking spaces without acknowledging that it is actually valuable public space, and Boulder should be framing the debate over its parking spaces, indeed all of its public streetscape, in these terms.
Finally, we can and should work harder to educate the public about the TMP goals, the changes necessary to acheive them, the public benefits of doing so, and the true costs for the community in not pursuing these goals. It is hard to convince people to fix something unless they can see how it is broken.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

This is certainly an area where I would learn a lot from other Board members, especially since the goals are so interconnected. The TMP, by its very nature, encompasses consideration of transportation issues through the lens of environmental and economic/business impacts, so I think Boulder is on very solid footing with respect to those two sustainability goals. As for social sustainability, it strikes me that the needs of the very old, very young, and very poor are often afterthoughts in land use and transportation policy. Those who do not drive because of age, ability, or finances ought not be left to struggle in a city dominated by driving residents. At the very least we should be striving to place common amenities like restaurants, grocery stores and retail establishments within easy walking distance of any city resident, to normalize walking as a daily activity and make vehicular use more occasional and less necessary. I think that even the stated goal of a 15-minute walk is not ambitious enough: ten minutes would be more reasonable. Of course this is easiest to accomplish when shaping new development, and I think the sort of public debate now underway with respect to places like Boulder Junction is healthy as the city rethinks its traditional housing and auto use patterns. I'm sure that some residential neighborhoods will remain isolated from these services for many decades, as some people seem to prefer, but Boulder should continue to explore options to allow small-scale businesses even within existing residential areas.
I think that we should be focusing more on the frequency and convenience of public transit, to truly serve those in greatest need of diverse transit options. It seems to me that if Boulder wants more people riding buses here, bus service must not be simply one option, but should be one of the best options: quick, convenient, direct, easy to use. I grew up in southern California, where bus ridership was stigmatized: buses were dirty, cheap, slow, and didn't go many places, but it was how poor people got around. Boulder can do better than that, developing a transit network that is appealing to a multitude of users, including those who have other options. This goes hand in hand with expanding Boulder's bike network to underserved parts of the city, especially in the northern and eastern reaches of town. Again, many young and/or poor people who have no access to a car do have access to a bike, and we owe it to them to ensure that their passage is as safe as we can reasonably make it.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

I think that managing Boulder's population growth and increased in-commuting presents the most urgent challenge, followed by the challenges in managing the University's expansion plans. These are all informed by transportation inertia.
Like almost any U.S. city of this size, Boulder is saddled with the legacy of inefficient housing and transportation infrastructure that sprouted after World War II, entrenching the private automobile as the default choice for getting around. While the city limits are thankfully constrained, sprawling development at the margins continues to complicate better and more compact public transit, as does a common perception that individuals "need" to drive their own cars (because that is what they are used to). As a community, we must continue to envision a future where more people share the resources and space we already have, and are cognizant of the public costs or benefits of their personal housing and transportation choices. Boulder must embrace greater density and more mixed use development, especially allowing mixed residential and retail/commercial development, than past policies have produced. I think a more honest and quantified assessment of the public costs imposed by the various modes of transportation in our mix (including parking) would be eye-opening to the average resident, and might help foster a more sensible ethos for sustainable transportation choices.

8. What do you think would be an effective approach for creating regional transportation solutions? *

I am excited about the possibility of numerous bus rapid transit lines coming to the area; clearly, the more frequent and interconnected the service on these corridors, the more people will be enticed to use them. Services like BRT can make use of the existing infrastructure with relatively modest upgrades (like pre payment kiosks and loading stations), rather than requiring extensive proprietary equipment like light rail lines. Similarly, there seems to be much room for improvement in certain areas that might be better met by the private sector or a public/private alliance; I have sought in vain for suitable shared ride service between Boulder/Denver hubs and ski resorts throughout the ski season, for instance. Until better regional transit options emerge, I think Boulder should be doing more to encourage working from home, private carpooling and ride share arrangements, and should not shirk from embracing some form of congestion pricing to both help fund mass transit on regional corridors and make commuting in private vehicles less attractive.
As a final aside, I think it is a common mistake for public officials to assume that mass or regional transit systems ought to pay for themselves, or that the cost ought to be borne only by users. Everyone, especially those in private vehicles, benefits from mass transit, and everyone should bear responsibility for funding it, subsidizing those who accept some measure of inconvenience for using it.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

TRANSPORTATION ADVISORY BOARD

Annual Application - 2016

Date
02/18/16

The Transportation Advisory Board consists of five members appointed by City Council, each to five year terms. The Board advises City Council, Planning Board and City staff on transportation issues; reviews transportation environmental assessments and plans for capital improvements; reviews, monitors and recommends changes to the Transportation Master Plan. The Board works with neighborhood groups, residents and City staff on traffic mitigation issues.

Staff Liaison: Tracy Winfree (303)441-4164

Meetings are held the second and fourth (as needed) Monday of the month at 6 PM in the City Council Chambers.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *
Jennifer

Last Name *
Nicoll

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-845-0640

Work Phone (?)

E-mail Address *
jennifer.c.nicoll@gmail.com

Occupation
Product Owner, Athlinks

Place of Employment/Retired
Life Time Fitness, Louisville, CO

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

11/1/2009

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I hold a Master of Business Administration from Georgetown University and have 20 years of work experience in various project management and business development roles. I have a solid understanding of budgeting, P&Ls and general financial accounting principles. As a project manager, I have often been responsible for communicating priorities and outcomes to stakeholders at all levels of an organization both internal and external. I have worked in a variety of industries including financial services, non-profits, the tech sector, and as a contractor for the Federal government. I have also lived in numerous cities and communities in the United States and abroad.

I take pride in being able to weigh varied and sometimes competing interests, and in striving to identify win-win situations for all parties. In those cases where trade-offs must be made, there are often parties that will be unsatisfied regardless of the outcome. In such circumstances, communication and transparency become essential in maintaining trust. I believe in the common good, but also in the idea that we cannot let the "perfect" become the enemy of the "good". I possess strong critical thinking and analytical reasoning skills, and I have the ability to both see the big picture, and to understand and negotiate complex details.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

As a resident of Boulder, I utilize Boulder transportation services on a daily basis. I have the luxury of being able to walk from my home to services like the grocery store, and to ride my bicycle to restaurants and entertainment options. I drive a vehicle on Boulder roads and commute to my place of employment outside of Boulder by both car and bicycle. I enjoy Boulder's multi-use paths as a pedestrian, runner, cyclist and dog walker. I often use RTD to get from my home to downtown Boulder, Denver and the airport.

My interest in serving on the Transportation Advisory Board is grounded in a desire to give back to the community that I love. I want Boulder to continue to be an amazing place to live, work and visit. I recognize the challenges that ever increasing resident and commuter populations pose to the special culture of Boulder. I believe that I since I regularly take advantage of a variety of transportation services, that I would be well positioned to hear, understand and reconcile competing interests.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a product owner for a web-based service, I work with teams of business developers and engineers to bring new features and functionality to market. Often conflict arises and compromises are required. Understanding the root cause of the issue and helping others to overcome possible personality conflicts is key to successful conflict resolution. Other techniques include, exercising transparency in acknowledging trade-offs, clearly stating short-term versus long-term goals, and focusing on goals and outcomes that benefit the most stakeholders.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not have any affiliations with organization that would be perceived to be a conflict of interest. Nor do I have a financial stake in any companies in the transportation industry. I do believe that potential conflicts of interest should be clearly stated by all board members and a determination should be made as to the risk that such conflicts might pose to TAB and the city, both financially and reputationally. Because TAB is a 5-member board, it is important that potential conflicts of interest be identified before board appointees are made. If a board member with a conflict of interest must recuse him or herself from a vote, the board runs the risk of not having a quorum to advise on important matters.

In the past, my husband and I have been members of the Boulder Mountain Bike Alliance. I have been a member of running groups that utilize Boulder roads, paths and trails. I have also participated and volunteered for cycling and triathlon events that have taken place on Boulder roads and paths. However, I do not perceive any of these experiences to present a conflict of interest.

5. How can we best implement the Transportation Master Plan and how do we address the major challenges to doing so? *

Funding is a primary concern in implementing any public projects. The TMP clearly stated priorities for investment policies as the highest priority is to be given to system operations, maintenance and travel safety, then operational efficiency improvements and enhancement of the transit, pedestrian and bicycle system. The next priority shoudl focus on quality of life, such as sound walls and traffic mitigation. While the lowest priority is given to auto capacity additions (new lanes and interchanges).

Challenges inherit in the TMP lie in the ability of to reflect community values in the role that the transportation system plays in connecting people and places.

Community engagement is paramount to the success of the TMP in creating a world-class transportation system to serve people today, tomorrow, and for generations to come.

6. What is your assessment of important transportation issues related to Boulder's community sustainability goals (Economic, Environmental and Social)? How might the City work with the business community, neighborhoods, and interest groups to address these issues? *

Boulder's Sustainability Framework emphasizes the desire to build resiliency and long term community health. Transportation in general, and the TMP specifically, are major components in meeting the city's Climate Commitment goals, which highlights the need for a multifaceted strategy in greenhouse gas reduction and the need for increased integration of land use and transportation planning.

The Envision East Arapahoe project is an example that will integrate land use, transportation and TDM strategies to support city goals in transportation, climate, and community building. The goal is to realize continuous improvement and coordination among transportation and land use planning to achieve positive results in economic vitality, environmental and public health, and a wide array of community livability goals.

In contrast, the Steel Yards is an example of a neighborhood that could possibly have benefited from more integrated planning. Input for the neighborhood might be sought to help alleviate concerns with parking and access to transport in this multi-use community.

The city can continue to work with the business community, neighborhoods, and interest groups to better understand and overcome barriers to use. This could result in the building of underpasses for busy streets like Baseline and experimenting with bike lane separation as part of Living Labs on University and Folsom.

Understanding neighborhood concerns with connections to RTD, like with the closing of several rapid transit bus stops along Broadway near the Martin Acres neighborhood would help to support First and Final Mile bicycle and pedestrian connections to regional transit to encourage and enable multimodal trips.

Finally, the city should continue to maintain transparency the business community, neighborhoods, and interest groups by providing progress reports every two years and maintain an up-to-date web-based dashboard.

7. In your opinion, what are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take towards addressing these issues? *

the most pressing transportation issues that Boulder faces includes promoting liveability while managing growth in resider and commuter populations.

New approaches to addressing these issues include:
1. Increase focus on a comprehensive and integrated planning strategies that includes land use, economic development and environmental considerations.

2. Work to create allies in the local media to promote transparency and foster trust.

3. Leverage best practices, by continuing to experiment with alternative transportation managements techniques that have been tested and proved successful in other cities.

8. What do you think would be an effective approach for creating regional transportation solutions? *

Boulder has several ongoing initiatives to create regional transportation solutions. I believe that all have the potential to be effective. They include:

1. Continue to support and participate in coalitions to create multimodal plans and funding for implementing BRT on the identified NAMS corridors of the Diagonal (SH 119), Arapahoe (SH 7), and South Boulder Road

2. Maintain the city's role in supporting the locally preferred improvements and high-quality BRT on the US 36 corridor by active participation in the US 36 Mayors and Commissioners Coalition

3. Provide separate bike facilities on regional corridors to link communities and integrate these connections into the local bike system

4. Increase collaborative planning and funding activities with partner agencies, including Boulder County, Boulder Valley School District, the University of Colorado and the Boulder Chamber

5. Increase the city's activities to create effective regional partnerships and influence policy at the regional agencies of the Denver Regional Council of Governments, RTD, and the Colorado Department of Transportation

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

UNIVERSITY HILL COMMERCIAL AREA MGMT COMMISSION

Annual Application - 2016

Date
02/16/16

The University Hill Commercial Area Management Commission consists of five members appointed by City Council, each to five-year terms. Three appointees must own real or personal property in the district or be a designated representative of a person who owns real or personal property in the district; the other two appointments are for citizens-at-large. UHGID makes recommendations to City Council and City departments regarding parking issues and land acquisition for parking needs in the district.

Staff Liaison: Molly Winter (303)441-7317

UHCAMC meets on the third Wednesday of the month, 4-6 pm, in the 1777 West Conference Room, Municipal Building, 1777 Broadway.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *
Karen

Last Name *
Gall

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
United States

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
303-594-4660

Work Phone (?)

E-mail Address *
alanurby@comcast.net

Occupation
Treasurer, Al's Barber Shop

Place of Employment/Retired
Al's Barber Shop

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

9/1/1995

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I achieved my Bachelor's of Science in Communication Technology from Eastern Michigan University-1990. After graduating I worked for Winter Park Resort (owned by the City of Denver) for five years. When I moved to Boulder in 1995, my husband and I opened Al's Barber Shop on The Hill and I also worked for Revlon Professional-Revlon's Denver regional business which represented approximately $40mm in sales from 6 professional hair-care product lines (including American Crew) sold within the U.S. The business was previously known as Colomer Beauty Brands (a division of Colomer headquartered in Spain). During my tenure with Revlon I was on the successful ERP selection team for Sales and Distribution where we chose SAP for worldwide implementation.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

For the last two years, I have been active in the Hill Merchants Association and have participated in many decision making processes regarding the successful marketing and improvement of The Hill. I feel that my many years of being a small business owner along with having had years of big corporate experience, I can lend my experience to help continue to improve the district.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In my 20 years with Revlon (American Crew), I served as a member of the regional Executive Team. This group consisted of the President, Vice President of Sales & Marketing, CFO, Director of Finance, Director of Human Resources and myself. On this team we were responsible for the daily well being of our brands and the employees. There are many examples of conflict when working with a group like this, however the two most important factors in handling these situations is open communication and compromise.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

No conflicts of interest.

5. What are the greatest challenges facing the University Hill commercial area? What changes, if any, would you recommend as a member of the advisory board? *

The main challenge is to continue with the forward momentum that the advisory board and members of the merchants association have started. There are many experienced, dedicated and long-time business owners who continue to drive the positive changes that have occurred on The Hill the past few years. It is important to ensure the proper team is in place to DRIVE (Decision=Results, Implemented with Velocity and Excellence).

6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district's vitality? *

To my knowledge, I am impressed with the city's representation (Sarah Weibenson) and the property owners and businesses and all that has been done so far with the revitalization project, however I think there is much work to be done to improve communication with CU and Hill neighbors. CU is a very silo'd organization and we have made some progress in opening doors there, but as long as they continue to be silo'd, more work will need to be done to continue to open the lines of communication. Additionally, I am unclear what has been done to communicate with the neighbors. This seems an untapped resource for the district.

7. In your opinion, what are the Hill's biggest assets and how can they be enhanced? *

The biggest assets are the many entrepreneurs and the volume of ideas and commitment to improvement that are generated when together. The next level of enhancement or 2.0, should be sub-committees. We need to look at each of the wonderful ideas that are generated in meetings and discuss implementation. Social media, marketing to CU, communicating and marketing to the neighbors and Boulder at large are a few ideas. The Hill is a unique destination and how can we collectively work together to ensure its success.

8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve this goal? *

Several things are being done or have been done to help achieve this goal. The event block is one example. We need to ensure the right mixture of events that celebrate our differences and promote the positive culture. We also need more city wide events like Slide The City to draw on the residents to visit The Hill and see the many improvements and unique businesses that DO make The Hill a destination.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

WATER RESOURCES ADVISORY BOARD

Mid-Year Application - 2016

Date
02/17/16

The Water Resources Advisory Board consists of five members appointed by City Council, each to five year terms. The Board reviews Capital Improvement Programs, the Community and Environmental Assessment Process, and utilities master plans and advises City Council, Planning Board and staff. Additionally, the Board may provide recommendations concerning policy issues on operating programs.

Staff Liaison: Jeff Arthur (303)441-4418

Meetings are held the third Monday of the month at 7 PM in the 13th Street Conference Room.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *
Derek

Last Name *
van Westrum

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80305

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-841-9050

Work Phone (?)
303-497-5143

E-mail Address *
derekvw@gmail.com

Occupation
Physicist

Place of Employment/Retired
NOAA - National Geodetic Survey

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

8/20/1987

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

From a technical standpoint, I have a BS in engineering-physics and a PhD in physics from CU. I've been a geodesist with NOAA's National Geodetic Survey for the past 1.5 years, which means I'm familiar with GIS mapping tools, Matlab, etc. My expertise is in precision gravity instrumentation, so I'm familiar with schematics and other technical documentation.

From a governance standpoint, I was one of three directors in a medium sized (~100 people) company in Lafayette for the last five or so of my fifteen years there. I was responsible for production at one point (managing 30 or so people from very different walks of life and with very different skill sets). Later, I was responsible for business development which meant lots of international travel to places as diverse as standards labs to natural gas fields. It was my job to explain the theory and process of gravity measurements to experts and non experts alike. As a director, I was also responsible for advising the president on setting both company policy and for charting the company's direction.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I grew up on Lookout Mountain, above Golden, Colorado, where my father served as chair of the local water board during our neighborhood's transition from wells to a municipal supply. Ever since, I have been interested in rivers, drainages, and the sheer systems engineering project that comprises a water district.

My interest in this board, at this time, stems from a conversation with a coworker who volunteers on Boulder's transportation board. With her encouragement, I attended a WRAB meeting and was interested in, and impressed with, what I saw.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As a director at the company in Lafayette, I was faced with "personnel issues" almost daily. The president was a strong-willed character who started the company with just a few folks and was used to getting his way. As the company expanded to something like 100 people, I pushed for enacting best practices in management structure and employee training. I routinely had to "run interference"; translating the president's "old school" decrees into positive and constructive instructions for the other employees.

For disputes among the directors, I've always found that purposeful meetings with someone sticking to an agreed-upon agenda is the most efficient approach. It's my experience that if folks are respected and feel that they recieved a fair hearing of their point of view, they are usually comfortable (if not thrilled) with what is then usually a consensus decision.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I do not know of any conflicts of interest I would have with the board, with city council, with the utility folks, or any aspect of this board's work.

That said, I believe I have a strong radar for even the perception of a possible conflict of interest. Again, using the Lafayette company as an example: I am a scientist, and I am often called upon to act as a pier review referee for a journal. But being a scientist at a for-profit company meant that I often had to recuse myself even if the research under review wasn't relevant to our work at the company: the perception that I might be trying to curry favor with an author was enough to possibly cast suspicion.

In short, my policy is to always point out the possible perception when I see it. If it is very minimal, I let disinterested third parties decide (the journal editor in my example above), but I err on insisting that I recuse myself from a responsible role if it could be reasonably questioned later.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

Breaking them down into the various categories...

I'm actually not aware (I hope to learn!) of new priorities related to potable/treated water in response the floods directly. I am aware of the upgrades to the Betasso facility, for example, but my understanding is those upgrades were needed whether or not the events of 2013 had occurred.

I am aware of the work underway to patch, replace, and expand (in various cases) storm water and waste water pipes throughout the city. I know the University Hill neighborhood is a high priority in this regard, and protecting the exposed wastewater pipes near Boulder Creek by the treatment facility is also a very high priority.

And finally, I have to assume that re-prioritizing flood management is one of the highest priorities after 2013. Precise updating of the floodplain maps (and models), and then using those results to inform code changes, the clearing and possible modification of drainages, etc. Then there is the public outreach, education... This is a monumental task - it's surprising to learn that a city as well educated and well informed as Boulder has so many citizens so unaware of the heightened flood danger that exists here.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over $1B with other community needs? *

With respect to the "big picture" - given a list of the city council's other responsibilities (transportation infrastructure, development, quality of life!), I find it easy to be a champion for the importance of water infrastructure.

1) Water is a fundamental (indeed, some would argue the most important) necessity for life. As the devastating news comes out of Flint, Michigan (and now, alas, so many other cities...), this cannot be taken for granted. If there is any silver lining in that situation, it is that the average citizen is now definitely more aware (and one would hope, more appreciative) of the importance of this service.

2) Preparing and educating citizens for a (well, the next...) flood is critical. Having the physical infrastructure in place and up to spec is also critical. Like the Flint water quality disaster, the events of 2013 at least had a great effect in informing the public of the importance of this work.

In short, the water infrastructure should be at, or at least near, the top of any city-wide priority list.

With respect to the "little picture" - how to balance between maintenance, replacement, and rehabilitation of existing infrastructure. This a question of both available resources and risk management. My philosophy is based on triage: rehabilitation comes first (if something critical is broken, it must be fixed). Once repaired (and service is restored), the cost-benefit analysis must then be done to determine whether or not routine maintenance will allow for a continued, useful life or if a replacement is a better long term solution (even with a higher up-front cost).

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

So even though I am not a climate scientist at NOAA, I know the work of my colleagues well enough to get the gist of what's coming: more extreme extremes. We can expect drier dry summers and wetter rainy periods.

The city of Boulder should continue to take advantage of this local, world class expertise. Use the climate knowledge that is here to increase the response rate to predicted weather patterns: rather than use long term averages as a guide, use shorter term predictions to decide how to act preemptively.

The block rate structure is a vast improvement on a simple metered rate system, but perhaps temporary "stricter" blocks will need to be implemented in the droughts that we have to expect. Now is the time to start this conversation with the public.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

As I mentioned above, I am a fan of the block structure. It incentivizes conservation.

However, if everyone starts to really conserve, the budget shrinks, and I understand that most of the utility's costs are actually fixed. (I do believe though that it is fair for the "over users" to subsidize some of the fixed costs of the "conservers".)

So, the mathematician in me then says: adjust the blocks so that the over users take up the expense that the conservers have left behind; that way the sum is the same. In principle, one *could* adjust this structure even monthly... But, in practice, I understand that to the public this frequent shifting of the block thresholds would be confusing and problematic for budgets. And no amount of education is going to eliminate that.

So, given that, I'd recommend periodic shifts (every year? 5 years?) in the block thresholds so that these (welcome!) trends in consumer behavior are still incentivized and (literally) accounted for in the budget.

[If only I had a chalkboard: I have here a wonderful diagram that I drew of a "triangle" of blocked revenue evolving into a skewed curve as consumers learn to conserve...)

Thank you very much for the work you do, and your time and consideration of this application.

Cheers,

Derek

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

WATER RESOURCES ADVISORY BOARD

Mid-Year Application - 2016

Date
01/28/16

The Water Resources Advisory Board consists of five members appointed by City Council, each to five year terms. The Board reviews Capital Improvement Programs, the Community and Environmental Assessment Process, and utilities master plans and advises City Council, Planning Board and staff. Additionally, the Board may provide recommendations concerning policy issues on operating programs.

Staff Liaison: Jeff Arthur (303)441-4418

Meetings are held the third Monday of the month at 7 PM in the 13th Street Conference Room.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *
Don

Last Name *
Cote

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
Colorado

Postal / Zip Code
80303

Country
United States

Best phone number where you can be reached

Home Phone (?)
303-440-4152

Mobile Phone (?)

Work Phone (?)

E-mail Address *
doncote07@gmail.com

Occupation
retired

Place of Employment/Retired
Retired

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

10/3/1980

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have a Master's of Science Degree in Electrical Engineering. I have decades of experience as Director of System Engineering with the Oceanographic Office, the National Weather Services , NOAA's Environmental Research Laboratories, and the Colorado Alliance for Science. As director I was responsible for a number of multi-million dollar development programs, that involved interdisciplinary teams, and required balanced decisions on allocation of resources, trade-offs in conflicting performance specifications,etc.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I, as all of Boulder, am impacted by the services WRAB oversees. From the clean water flowing from my taps and the efficient removal of waste water, to the protection of lives and property during flood conditions. The past few years have exposed serious lack of attention to all of these services. And while much has been changed, I want to ensure that conditions do not return to the state of neglect that had existed. At the board meeting attended, I was underwhelmed by the City presentation and response 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. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

While Director of System Engineering at NOAA's Environmental Research Laboratories, I prepared NOAA's Report to Congress on it's environmental data management. In doing so, I had to work with 5 distinct line organizations(Weather Service, Ocean Service, Marine Fisheries, Satellite Service and Research Service), 12 unique Research Laboratories. 3 National Forecast Centers(Climate, Hurricane, and Severe Storms) and 4 National Data Centers(Climate, Ocean, Geophysical, and Ice). All handling their data differently and I had to produce a single coherent document where all were in agreement.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I have no potential conflict of interest and I believe anyone who has should recluse themselves from those meeting where the conflicting issues will be discussed.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

First, ensure continuous operation of City facilities, it was unconscionable that the water plant had no power back up. I know is fixed now but the thinking that allowed that condition to exist must be changed. Second the interconnections between wastewater and storm systems are not acceptable. Toilet exploding and sewer water filling living spaces is disgusting and unacceptable. Just as the lack of maintenance of the waste water system is.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over $1B with other community needs? *

It is an exceeding difficult challenge to balance all the City's needs and desires. What you can expect from the WRAB is thoughtfully prepared request , based upon rigorous analysis and verified data. However, past flood management failed our residents miserably in many areas. We were fortunate that lives were not lost. All parts of the city saw damage but the South Boulder Creek exposed problems that had been ignoring for a long time. The flood waters that breeched US 36 was not the first time,it occurred in the 60s, and fifty years later we still haven't corrected the problem.. Much too much of East Boulder has been build up without proper consideration of the flood plain issues. And the failure to clear waterways has exacerbated the problems, For example . Bear Creek between Wellman Ditch and Arapahoe was cleaned up this year, the first time ever, Even though it has flooded 3 times in the past 35 years. An I am sure that this is not an isolated incident.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

Climate change is responsible for hundreds of thousand of tons of water vapor being added to the atmosphere. When storms come , they are much more likely to produce flooding as we recently experienced. In turn, creating a greater urgency for our actions. We have made a good start,but it is a lengthy and expensive effort. I fear that as the flood dims in our memory (it is only 2 years past) , our conviction may wane and our attention turn to more exciting projects for Boulder but we must finish the corrections needed for the recently exposed deficiencies.

And we must perform regular maintenance of the existing infrastructure. And the waterways must also be cleared on a regular schedule. Trees and scrubs grow and trash accumulates. Yes, even in Boulder.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

I believe that the current system is sound. However as water becomes our most precious resource, we need to continue to look for more and better ways to conserve. As usage expands and the availability becomes more irregular, changes may be needed. Regardless, yearly analysis should be performed on the water usage and availability. Data projections should also analyzed against past projections. Input from residential and commercial users would be encouraged and then decision could be formulated based on the aggregate of the information.

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303-441-3019

WATER RESOURCES ADVISORY BOARD

Mid-Year Application - 2016

Date
02/15/16

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The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *
James

Last Name *
Saunders

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)
303-444-2064

Mobile Phone (?)
303-906-0407

Work Phone (?)

E-mail Address *
kannahfish@comcast.net

Occupation
water quality scientist

Place of Employment/Retired
CDPHE Water Quality Control Division; formally retired, but working half-time through July 2016

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *
9/1/1975

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I have been involved in water quality issues in Colorado for the last 40 years. For much of that time I participated in basic and applied research projects, many of which addressed concerns of Front Range communities. For the last 10 years, at CDPHE's Water Quality Control Division (WQCD), I have worked on a wide range of regulatory issues including standards development (surface waters and drinking water) and permitting (NPDES and 401 certification). The WQCD serves as staff to the Water Quality Control Commission, which means frequent testimony at public hearings and extensive contact with stakeholder groups. Working at the interface between the technical and policy realms has been very rewarding.

I have advanced degrees (MS and PhD) in aquatic science and extensive work experience in related fields (e.g., hydrology and statistics). The work has included multidisciplinary projects involving scientists, engineers and policy-makers. Recent experience with the 401 certification process has given me a much greater appreciation for the water quality implications of large water-resource projects, as well as considerable exposure to the political dimensions of water projects.

I have served on boards (as president, secretary, treasurer, etc) for community musical organizations and for a regional professional organization.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have been aware of the board's work for some time, and the nature of the work appeals to me because of my professional background. I spoke with Lesley Smith about her experience on the board and gained a much better understanding of the functioning of the board and its role in the public policy process. I have also reviewed board packets from previous meetings to get a sense of the topics and concerns that the board has had to address recently. What I learned from Lesley and from the information available on-line was sufficient to convince me that it could be a good fit and a useful contribution to the community.

To confirm my initial impression, I attended a board meeting last year. It was the meeting itself that helped me decide to apply. I was very impressed with staff presentations both in terms of technical content and responsiveness to questions from the board. Furthermore, there was clearly a good working relationship between the board and the staff, and that is something I can appreciate from my own experiences with the state Water Quality Control Commission. I thought the board members demonstrated command of current water issues and employed that knowledge to ask thoughtful questions of the staff.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

I have participated in a lot of contentious meetings as part of outreach efforts to discuss statewide regulatory proposals with stakeholder groups. These meetings are usually replete with consultants and lawyers, and discussions can become heated. I have found that a certain amount of mitigation is possible by remaining calm and listening carefully as stakeholders voice their comments and concerns. Also, I think it has been helpful to aim for complete transparency by distributing relevant materials to stakeholders before the meeting in order to avoid surprises. However, resolution of conflicts is often elusive because goals may not be aligned, which makes it difficult to find common ground.

My previous experience as an election judge offers a more hopeful model for dealing with conflicts. It was surprisingly common for voters to show up and learn they were not registered in my precinct. You can imagine their consternation, which often led to some tense moments filled with angry questions. In that situation, the key to resolving the conflict was conveying the message that we shared a common goal. The voter wanted to cast a ballot, and I made it clear that I would help them find a [legal] way to do so. This was a situation where mitigation began by demonstrating my interest in solving their problem. It might take some time and a few phone calls, but eventually I could dispel the notion that I was an obstacle. I had a job to do that entailed procedural responsibilities, but we could work together to find a way for them to vote if at all possible. I wish I could say that all such interactions were resolved favorably, but it simply wasn't possible to resolve all procedural issues for everyone. Of course, times have changed and the advent of computers in the voting arena has eliminated a lot of these issues.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I am not aware of any potential conflicts of interest that might arise if were to be a member of the board. At the same time, as long as I am still working for the Water Quality Control Division (through July 2016), there is some potential for awkwardness in the sense that I am helping to develop water quality standards that may affect decisions regarding upgrades to the wastewater treatment plant, for example.

A strict legal interpretation of COI may be less important than public perception about COI. Is there a convincing argument that the Board member can render an impartial decision on the issue? The occasional recusal for perception of conflict is a small price to pay for maintaining public confidence in the board's endeavors.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

The flood of 2013 caused an immense amount of damage along the Front Range, and it tested preparedness on a scale usually reserved for model simulations. Following the flood, recovery needs prompted a change in priorities for funding projects. Some planned projects were deferred or subsumed in broader repair work, and funding for other identified projects was re-directed to the recovery effort. These were necessary changes in near-term priorities.

Even as recovery efforts were underway, Boulder initiated evaluations of the effects of the flood and what steps would be needed to be better prepared in the future. In general terms, capital investments were needed to reduce vulnerabilities and improve “resilience” in anticipation of future disasters (including, but not limited to flood events). Subsequently, there has been a shift in priorities for investment including several projects added to the latest CIP.

The manifestations of the new priorities are seen in numerous ways. Flood plain mapping and flood mitigation plans have been revised. A better understanding of infrastructure vulnerabilities was reflected in the large (75%) increase in the storm water/flood management rates in 2015. The rate increase is weighted for impervious area, which affects commercial customers by accounting for the role of large parking areas in contributing runoff. There is also an important dimension of planning that was highlighted by staff at a WRAB meeting last year. Modeling for storm water events has been expanded to include once-in-25-year events in addition to the usual once-in-10-year event. Staff explained that although there was no formal regulatory guideline for the recurrence interval, they could benefit from learning more about vulnerability. That seems like the essence of resilience.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over $1B with other community needs? *

CIP guiding principles establish the basis for prioritizing investments. The principle that deals with achieving community sustainability goals makes it clear that recommendations for infrastructure investments must be made in the context of other community needs. The WRAB has an opportunity to consider the "balance" question when the CEAP findings are submitted. I see this step as critical for shaping the WRAB's recommendations because it reveals the relative merits of alternatives and it encourages public comment. My previous experience in evaluating Environmental Impact Statements and in the certification process for permitting federal projects would be helpful in this regard.

Although there is clearly a role for the WRAB to consider the balance question, I see it as limited mainly to evaluation of alternatives within the Utilities CIP. In the broader scheme, the task of balancing recommendations with other community needs is more appropriately within the sphere of policy decisions handled by City Council. The WRAB can be helpful to the Council by providing a clear explanation of direct and indirect benefits of infrastructure investments to the community and by considering the importance of timing in setting priorities. In addition, the WRAB may hear public comment - as it did regarding South Boulder Creek floodplain issues - and those comments could inform the board's recommendations. Ultimately, however, decisions weighing community needs are for the Council.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

Uncertainty about the nature, direction, and magnitude of climate change impacts is unlikely to be resolved in the near-term. We could have more precipitation or less; precipitation could be focused more in a particular season or elevation range; the timing and amount of runoff could change; the recurrence interval for a catastrophic flood event could become shorter or longer. The same can be said of wildfires. The list of possibilities is quite long, and, without much certainty yet regarding any type of event, the task of planning for these events is particularly challenging.

In concept, resilience seems like the best policy. Boulder's participation in the 100 Resilient Cities program is a clear signal of policy direction, and it affords the best opportunities to learn from the experiences of other cities. Of course, the act of participating in a group like this does not guarantee successful implementation, but it is a sign of commitment that the City now has a Chief Resilience Officer.

An active role for the WRAB seems essential. There is an opportunity to cast CIP recommendations in terms of resilience, but that may not be enough in itself. Part of the task for dealing with the uncertainty about climate change is to deal with expectations. Changes to infrastructure cannot completely insulate us from unexpected disasters. Instead, more emphasis can be placed on preparedness and ensuring that recovery efforts are efficient and effective.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

The current rate structure for single-family residential seems appropriate for discouraging excessive water use. It is less clear how this works for commercial users. One area where there appears to be a disparity is the allocation for outdoor use, which is tiered by irrigable area for single-family residential, but not for other user categories. On the surface, this does not seem equitable, but perhaps it reflects what is known about typical irrigable area for those other categories.

There has clearly been a lot of thought devoted to establishing a structure that seems equitable. Furthermore, the scheme for making adjustments provides considerable flexibility for accommodating circumstances that differ from the typical model. However, the real question about the adjustment process is the extent to which it provides relief to those who need it. Equitability is not served if most eligible families are unaware of the opportunity for adjustment or if those aware of it are thwarted by process. I don't have any answers to this question, but am certainly curious about what is known and if there are opportunities for improvement.

Equitability also can be judged through comparisons of our rates with those of neighboring communities. The data available on the web suggest that we are not out of line, and I find that reassuring.

Although the current rate structure may discourage excessive water use and support voluntary conservation, it would seem to be problematic with respect to revenue in times of drought. Especially when watering restrictions are mandatory, revenue is likely to fall quite a bit. Consequently stabilizing revenues should be an important consideration in any changes to the rate structure.

Evaluating alternatives for rate structure will require modeling and other expertise beyond my ability. Fortunately, I see that the WRAB is about to engage a consultant to do the work. I look forward to seeing the results.

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02/18/16

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First Name *
Kate

Last Name *
Ryan

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80304

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)
720-346-3281

Work Phone (?)

E-mail Address *
kadryan@gmail.com

Occupation
Attorney

Place of Employment/Retired
Berg Hill Greenleaf Ruscitti LLP

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

7/1/1999

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I am a water attorney with almost a decade of experience practicing Colorado water rights law. Beginning in 2012, I represented the State's water right administrators—the State and Division Engineers—as an Assistant Attorney General. Consequently, I am intimately familiar with the State's administration of municipal water service providers. Much of my work in the Attorney General's Office centered on enforcement and water rights litigation in Division 1, which encompasses the South Platte River Basin and the City of Boulder, so I have in-depth expertise with the administrative issues that arise in our geographic area.

I recently left the Attorney General's Office to practice with a local law firm. In my new role, I practice both water rights law and water quality law. I am a member of the Colorado Water Quality Forum's Basic Standards Workgroup, which is comprised of stakeholders to discuss issues such as the site-specific standards that will potentially change as a result of the triennial rulemaking for water quality classifications and standards this June.

Finally, in addition to my law degree, I have a master's degree in geography, with a specialization in climatology, from CU. I used my climate science background as an associate scientist at the National Snow and Ice Data Center here in Boulder for two years. As a climate scientist, I have a good understanding of the implications that our municipal water service decisions have for the environment. I also have a good grasp on the implications that a changing climate have for municipal water supply.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I was a member of the Water Resources Advisory Board for approximately three years between 2010 and 2012. Unfortunately, I had to step down from my position when I took a job with the Attorney General's Office in 2012, due to a perceived conflict of interest from the State's point of view. This was not by choice—before I took a job with the Attorney General's Office, the individuals who hired me did not think there would be a conflict of interest, and neither did I.

I believe that I provided Boulder's water utilities with good advice when I was on WRAB before, and helped to provide solid recommendations to City Council. I also volunteered to be a member of the Greenways Advisory Committee, in which capacity I believe that I did a good job of listening and responding to community interests. I do regret that I was not on WRAB when the 2012 floods occurred, because I was just developing institutional understanding of WRAB and the City's water utility by the time I gave up my seat, and I wish that I could have helped the City to respond. I still have some of that institutional knowledge, and while WRAB membership has changed since I was on the board, I feel that I could quickly learn the personalities and today's issues in order to serve our city really well.

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

As an attorney (and a mother to little kids), I frequently find myself in situations where group disagreement occurs. The first thing that I always do is listen—it is important to make sure that you understand the conflicting position in order to know where it is coming from, and whether you truly disagree. Assuming that disagreement remains, it is important to show the group member with whom you disagree that you understand their opinion, and empathize with their goals. Disagreement is important, and I hope that, were I to be on WRAB, the various members would disagree to some extent. For instance, WRAB should be divided on issues such as whether utility rates should continue to increase in order to make capital replacements and improvements as needed, or whether they should stay lower, in order to keep impact on residents lower. Ideally, a diverse board can bring different backgrounds to the board to make better decisions.

If there is persistent group disagreement, it is important to address the underlying causes. Group facilitation work or even field trips can help to relieve stressful dynamics and increase productivity. However, such work should be planned when it can meet long term needs of a board that changes composition from year to year.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

I routinely represent the City of Englewood in Division 1 Water Court cases that frequently involve Boulder. However, Englewood is in a similar position to Boulder in that it uses a portfolio of primarily senior, upstream water rights, and so Boulder and Englewood are usually aligned parties in water court cases.

I also represent Northern Colorado Water Conservancy District on water quality matters. Again, however, Boulder and Northern's interests are most frequently aligned, as Northern delivers Colorado-Big Thompson water to Boulder.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

Since 2013, water delivery and stormwater infrastructure has increasingly failed in response to unpredictable weather and water drainage patterns. The natural stream channels continue to shift each spring, and so the utility has to be able to respond quickly to infrastructure damage that continues to occur. The result is that the utility must be able to access personnel and funding resources for making emergency fixes on quick notice. Additionally, Boulder should ensure that it retains redundant water supplies, such as Windy Gap water, so that if one resource is temporarily taken out by infrastructure failure, another is available.

Another very important priority for flood management is ensuring that wastewater infrastructure is properly updated in order to withstand flooding. Sewer backups during the flood led to significant damage and health risks. Boulder should aim to meet not only current standards but to exceed such standards in the next twenty years so that it does not fall behind in the years that follow.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over $1B with other community needs? *

Boulder's overall water service rates are comparable to those of other Front Range utilities, although stormwater rates are among the highest. Given that Boulder has the #1 flood risk in Colorado, stormwater rates should be high, as our insfrastructure needs to be up to the task of handling a flood. Annual rate increases were extremely high in 2015, and so I would recommend that City Council take a moderate approach to rate increases for the next few years. I am pleased to see that water service rates have stayed steady given Boulder's dependable water supply based on senior rights, and believe that modest rate increases should remain the norm, assuming that the economy and job market for Boulder residents stay strong.

Since most growth in Boulder is now multi-family, I would recommend that City staff examine the impact of increased revenue from multi-family taps, and costs attributable to stormwater disposal from new development. If the revenue to cost ratio is high, this might be a good time to temper rate increases. We need resilient infrastructure, and many studies show that degradation outpaces replacement funds in most areas of the United States, but Boulder is an increasingly expensive place to live—at least it feels that way as a middle-aged, working parent—and I hate to see families struggle to make it here.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

As far as water supply goes, Boulder is in a good position to face climate change challenges including decreased precipitation or earlier spring runoff since it uses most water supplies after storage rather than by direct flow. However, the City should retain redundancy in water supplies, and ensure that it vigorously protects its senior water rights from abandonment administration and from downstream water right changes in water court. Also, the City should keep an eye on water quality to see if there are changes in the system during times of extreme drought or extreme precipitation. Agricultural and urban runoff could result in pollution spikes in Boulder's water supplies and wastewater discharge.

Also, City Council should give high scrutiny to any new or modified structures in the 100 and 500-year flood plains in order to ensure that new construction does not impact other properties. As we saw during the 2012 floods, upstream properties sometimes had unintended and costly consequences on downstream neighbors, so it is important to avoid such consequences when they can be prevented through diligent permitting.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

When Boulder adopted a tiered rate system, it was relatively novel. The tiered rate system has been a strong water conservation driver, and I wholeheartedly support it. That said, rate and goal setting can still be improved. Increasing numbers of water service providers are adopting tiered rate structures, and so we should look to one another to improve our own system over time. Block targets are more likely to be miscalculated for commercial and multi-family users, and so we should work to improve the goals that we ask those water users to meet.

I would also like to see residential mobile home water use addressed. Water quality often deteriorates so much from the point of city delivery to in-home use in mobile parks that it is not drinkable at the tap. I would like to see the City provide free, clean drinking water at a few selected locations, where city residents could bring refillable vessels to take drinking water home. Drinking water is a fraction of use compared with toilet flushing and lawn irrigation, and so my hope is that this is a service that the city could provide to residents, perhaps using utility revenue and voluntary donations from customers who donate small amounts by checking a box on their water bills.

Questions Regarding Applications:
Boulder City Council
Attention: City Council Support
cityclerkstaff@bouldercolorado.gov
303-441-3019

WATER RESOURCES ADVISORY BOARD

Mid-Year Application - 2016

Date
02/14/16

The Water Resources Advisory Board consists of five members appointed by City Council, each to five year terms. The Board reviews Capital Improvement Programs, the Community and Environmental Assessment Process, and utilities master plans and advises City Council, Planning Board and staff. Additionally, the Board may provide recommendations concerning policy issues on operating programs.

Staff Liaison: Jeff Arthur (303)441-4418

Meetings are held the third Monday of the month at 7 PM in the 13th Street Conference Room.

The City of Boulder believes that a diverse work force adds quality and perspective to the services we provide to the public. Therefore, it is the ongoing policy and practice of the City of Boulder to strive for equal opportunity in employment for all employees and applicants. No person shall be discriminated against in any term, condition or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics or information, gender, gender identity, gender variance or sexual orientation.

The Boulder City Charter requires representation of both genders on City Boards and Commissions.

First Name *
Kirk

Last Name *
Vincent

Home Address (Not available to the public unless you are appointed.) *

Street Address

Address Line 2

City
Boulder

State / Province / Region
CO

Postal / Zip Code
80302

Country
USA

Best phone number where you can be reached

Home Phone (?)

Mobile Phone (?)

Work Phone (?)

E-mail Address *
kvincent28@mac.com

Occupation
Research Geologist (ret). Incorrigible home remodeler, which my wife both loved and hated. I had to seriously up my game in the “mess control” and “time from start to finish” departments. Also, I should acknowledge at some point that I am a reformed redneck. I am from a long line of Idaho homebuilders, just so you know.

Place of Employment/Retired
US Geological Survey, on Marine St in the CU east campus. Retired.

Do you reside within the city limits? *

☑ Yes ☐ No

When did you become a resident of Boulder? *

10/31/1995

ANSWER ALL OF THE FOLLOWING QUESTIONS

1. What technical/professional qualifications, skill sets and relevant experiences do you have for this position (such as educational degrees, specialized training, service on governing or decision-making boards, etc.)? *

I earned a Ph.D. in the branch of earth science called geomorphology, which is the study of the history of process that created the landscape. My work at the US Geological Survey focused on erosion, transport, and deposition of sediment in general; and the processes involved during floods specifically. So I have a good grasp of water resources hydrology, as well as storm water and flood management issues. In addition to having studied hydraulics, I have built and repaired many homes in my lifetime, so I should understand the city-owned plumbing networks better than most. I don't know much about the biochemical ecosystems of wastewater treatment plants, but believe I am teachable.

2. Have you had any experiences with this Board or the services it oversees that have sparked your interest in becoming a member of the Board, and, if so, please describe the experience(s) and what insight you gained. *

I have testified to WRAB, in person and in writing, about the ongoing updating of the regulatory floodplain maps, and about potential flood mitigation approaches. I have attended a number of meetings and pay attention to the news about the utilities. From that I have gained two insights.

First, I think the utilities' staff are top notch, and with WRAB, have done an admirable job for us. I would strive to live up to that legacy.

Second, the water utilities are largely ignored by the general public, unless an individual has a problem, yet the utilities budget is large and the potential disasters (if they mess up) are huge. I think that WRAB (and other city boards) could do a better job of reaching out to educate the general public about big issues or problems, beyond the occasional quote in the paper. For example the pros and cons of the proposed floodwater detention structure on South Boulder Creek should be explained to the general public in detail, well before the plan is up for approval. I would do that. And today, I think the city should get ahead of the ruptured pipe on Norwood, by explaining the ongoing program aimed at preventing pipe leaks and pipe bursts. State the cost of that program, and the "rate" at which improvements are made. Estimate the cost of the Norwood pipe burst and pose this question to the public before they demand it, "Are we proceeding at the appropriate prevention "rate," or not?"

3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. What techniques or specific actions did you find to be most effective in mitigating or resolving the disagreement/conflict? *

In my life I have worked in countless teams or groups where I variously filled each of the main roles: follower, coequal, and in charge. I have encountered giant egos, hurt feelings, mental illness, and field work in grim weather conditions. I have tried to follow the Golden Rule and that has proven to be a good way to prevent, or lessen, conflict. Specifically, I have tried to politely listen to everyone, apologize when I mess up, keep my own ego and temper in check, build consensus when possible, and calmly and logically present my views. The result is that no one hates me, as far as I know.

4. List all potential conflicts of interest you might have with respect to the work of this board, and explain how you think any potential or perceived conflicts of interest should be handled by Board members. *

As a homeowner I pay a water bill, as so do all residents, so that is a de facto requirement to sit on the WRAB. However, I can't afford runaway costs. Perhaps someone would see that as a conflict, but I think it makes me an appropriate representative of the majority of Boulder's residents.

I do not live in a regulatory floodplain zone, and my property is one of the least likely in town to have surface water run-on, or water intrusion because of high water table. Staying out of harms way was a conscious decision, because I never want to hear my colleagues whisper, "Did ya hear that Kirk's place got flooded, *snicker* *snort*" Ok, so I am professionally prideful, but from a conflict of interest standpoint no flood related implementations would benefit me directly. I guess somebody could vote no on anything that would not benefit them directly. Based on what I say below, I think you can judge for yourselves that I won't do that.

Otherwise I am independent, and have no other conflicts of interest. I am retired from science so have no professional conflicts. I will not seek higher public office. I am not a member of any political action group, and my only "agenda" is a strong desire to promote the safety and wellbeing of all residents in my town.

5. What are the new priorities that emerged in the wake of the 2013 rain and flood related to water, wastewater, and storm water, and flood management in the community? *

The 2013 event should rank second in the "most influential on flood planning and mitigation" category. I would work to make that happen. I say second because the 1976 Big Thompson Creek flood was the shock needed for the towns at the foot of the Rockies to begin flood planning and mitigation in the first place. It informed the international science, engineering, and planning communities as well, as will the 2013 event.

The 2013 event was a tangible example of the extent of flooding along streams of all sizes, and provided a stress test for past mitigating actions and the existing infrastructure as a whole. It also shocked the community into understanding that water intrusion due to high water table is a potential risk pretty much everywhere in town. In contrast, the 1976 event mostly focused attention on the "bigger creeks." Fortunately, as bad as it was along Boulder Creek and South Boulder Creek, it was not as bad as what happened on the Saint Vrain in Lyons. We don't want the public to think that we saw the worst on the two perennial streams.

On the smaller, ephemeral creeks, however, the flooding was more or less the so called "100 year flood," and should motivate mitigation. Here is an example. Flooding and damage on the Two Mile Creek alluvial fan (the Kalmia/Juniper neighborhood) occurred at least seven times over the past century, by my count. The 1909 flood was, apparently, similar to the 2013 event in magnitude and branching behavior. But there was a gap in the timing of the sequence of large events, in that the event prior to 2013 was in 1969. People tend to forget, and really don't want to pay for proactive change. For example, this is what the Daily Camera said back in the day, "The city council should consider the matter, [and] determine at whose expense the work should be done to … save … property from further damage." (Daily Camera, July 24, 1909). Not much has been done, yet, upstream of Folsom.

The flow magnitudes and sediment yields from the tiny, unnamed gulches and swales may have been unprecedented. I bet that everyone was surprised to see the hundreds of eroded patches on the slopes of the foothills. These are caused by saturation of hillslope soil where the colluvium soil is thick enough to liquefy and flow down hill as a debris flow. I was startled to see these soil slips myself, but what surprised me was that I have not found evidence of prehistorical soil slips. So I am not sure if we could, or should, try to mitigate damage from these debris flows, but it is a hazard that we face.

The city engineers have estimated that half of the home damage in 2013 was caused by water intrusion due to high water table. That is a tough one. For example, the day after the flood I augured a hole in my friend's back yard, a block and a half north of North Boulder Park. Her property did not receive any run-on from water flowing in the street. The water table was three feet below the level of her lawn, and, thus, five feet above the level of her neighbor's basement floor. I asked her if the city should install a ground water well and pump in her back yard to mitigate high water table, and she nearly fainted in horror. So, our efforts can only be modest, and I was pleased when I learned WRAB had approved a plan to accelerate the repair of leaky sewer lines. Sewer backups are so icky, the least we can do is to limit groundwater entering city sewer lines during high groundwater conditions.

6. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. In considering the CIP, how would you balance the need to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over $1B with other community needs? *

Some of what residents' view as "needs" are optional, where as others are mandatory. For example, rebuilding the Civic Area would be nice, while assuring safe drinking water is a moral and legal requirement. Just ask the residents of Flint, MI what cost-cutting can cause. But, most Boulder residents don't even know where their drinking water comes from, or where their poop goes; and, lets face it, none of the CIP projects are sexy.

For those reasons when is comes to "really great plans" from a safety standpoint, I believe one role of WRAB is to lobby for the utilities, with the public as well as with Council. Maybe "educate" conveys what I mean better than "lobby." An educated public can then lobby Council, because the Council chamber is where all of the various needs are balanced.

On the other hand, WRAB cannot ask for the moon. The balance between what the residents want, and what they will pay for, or otherwise put up with, is not something that I can clearly define. And probably never will be able to. So, here are some examples, starting with an easy one.

I would have voted for the Gregory Creek flood hazard mitigation plan that both WRAB and Council approved. That plan is seriously humble. I studied it and feel that staff figured out the best implementation for each of the sites where the city owns the easement, and reported that those actions would do no better than to mitigate the so called "ten year flood." No one is thrilled with that. The problem is that between College and Boulder Creek, is the dreaded alluvial fan landform, where water flows at times, and in directions, that are not predictable using the always out-of-date micro-topography available. I say out of date because residents tend to change the topography (with berms, walls, ditches, and fences) at will. The flow paths are also not predictable because of changes that occur during big floods. Think floating woody debris meeting an abandoned shopping cart stuck in a street overpass, and forcing floodwater to unexpectedly go somewhere else. For a Gregory Creek plan to achieve more than was proposed would involve 1) condemning a bunch of properties, and building the Grant neighborhood's version of the grand canyon, or 2) stealing Flatirons grade school and excavating a giant floodwater retention pond. Either of those is too much to ask everyone to pay for, to protect the few (who inherently do not want to change "their" usually pleasant little creek.)

In contrast, mitigation along Two Mile Creek could be more ambitious than the Gregory Creek plan was, for reasons I could explain at another time. Also, I want to support the floodwater detention structure on South Boulder Creek, if the engineers can make a compelling case that it will substantially reduce flood hazards downstream. It will cost a fortune, but the implementation of it is unlikely to drive the public crazy.

Then there is the impossible dream. I do not know how many times I have heard residents of The Meadows (revered as they are) insist, or imply, that all taxpayers should "drain my swamp." I mention that to say I have never heard anyone in authority explain why we can't do that, and what residents can do for themselves. We can and should, explain things.

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events due to climate change? *

"Prepare in advance because it could get worse" has proven to be a wise sentiment in community planning, throughout human history.

The validity of the statistical methods of determining the so called "100 year event" is based on the data population from the past being "stationary" (not changing) and being the same in the future. Well it wasn't and won't be. Not that we have a better way to assign the magnitude of the design event, but the event magnitude calculated for the 1% probability of occurrence is likely an underestimate going forward. What to do with that knowledge is not clear to me, yet.

8. Boulder charges for water using a water budget rate structure with increasing block rates based on water usage. The annual water fund budget depends upon revenue from all five billing blocks, including the "penalty" blocks for overuse. What are your thoughts about how users, both residential and commercial, should be equitably charged for water and wastewater use, and what changes, if any, should be made to our current system? *

At the moment I think the current rate structure is fair, but admit that I am a water miser and don't have a big household or run a business that consumes a lot of water. I don't know how the other residents feel. If there is a controversy over the "penalty" block for over use, for example, then I want to hear their viewpoints.

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