

East Boulder Working Group – Application Responses

Full Name	Address (City)	What is your interest in East Boulder? (Select all that apply)	Please briefly describe your interest in joining the working group. What ideas and/or experience would you bring to the group? How would you be able to contribute to the creation of community -focused recommendations?	A key expectation of the group is that members will engage in constructive dialogue with other members of the group, while demonstrating a willingness to comprise and work toward positive outcomes. Please briefly describe your willingness and ability to participate in a constructive dialogue with the group, especially those who may disagree with your views.
<b>Matthew Appelbaum</b>	Boulder	Other: I'm a resident who does not live in the subcommunity, but I worked there for over two decades.	Probably fair to note that I've had a decades-long interest in all-things-Boulder, particularly planning, zoning, housing, and transportation issues. However, for this group, I think that my political experience is neither key nor important (or limiting). Rather it's my understanding of the broad context and history of the relevant issues, and how community decisions over time have created the (mostly desirable, I think) outcomes we find in Boulder. Further, I think it will be essential to understand how varying approaches might affect, and be affected by, a broad range of considerations, including the amount and cost of housing, creation of a "real" neighborhood, potential loss of "start-up" company space, integration with the transportation network, market forces, economic impacts, effects on social and economic diversity, one-time and ongoing costs to the city, transition difficulties, etc. And how all of that might be structured to help obtain more "desirable" outcomes and fewer unintended ones, as well as allow for fairly nimble modifications over time as the market, economy, and community needs and desires inevitably change. No doubt there will be a deluge of data to provide context and insight into potential and likely implications of various approaches -- and my (quite non-political) strength is the ability to filter this data, ask the right questions, and help narrow the information into a more concise, targeted, and more useful set.	I don't enter this conversation with any preconceived notions, other than perhaps that there are some implicit community benefits within the current subcommunity and a clear opportunity to provide many more, and more varied, benefits during a presumed, and rather long, period of redevelopment and reimagining of the area. The most interesting part of a process like this is, indeed, discussing those issues with the group members - - and, to jump ahead a bit, with the community. Disagreement is to be expected and, done respectfully, considered a good thing, since it can bring about greater understanding, and helps ensure that key issues and perspectives are neither missed nor avoided.
<b>Peter Aweida</b>	Boulder	I own a property or properties in East Boulder	My company owns buildings in East Boulder in the Arapahoe East business park and in Valmont Industrial Park. We developed most of the buildings in Arapahoe East and have been partners with many businesses over the years to help Boulder companies thrive. I have heard what our businesses like about this area of town, what they don't like and what they hope for moving forward. I'd love to help with input on zoning, transportation and other issues for this area of town that we've been part of since 1978.	I believe I have been good at bringing different viewpoints together in my roles as a parent, as a member of non-profit boards and as a property owner. If people are too entrenched in their positions, we'll never have any solutions to the problems we're facing. I am open to discussing all ideas to see if they have merit for solving problems or being creative with shaping our future.

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Erin Bagnall	Boulder	I am a Boulder resident who does not live in the East Boulder Subcommunity	I recently applied for the City of Boulder Planning Board and although I did not get chosen, I still have a desire to affect my community in a tangible way. As an architect and resident of Boulder I think my skills with planning and design, and my deep love for the City of Boulder, make me a great choice for this working group. I play very well with others and would love the opportunity to be a voice for this group in the community. There are a lot of people in the City who do not understand that this type of group exists, and more or less feel that they do not have the expertise to be involved. I envision my role within the working group as bringing a knowledge of planning and design as well as a strong community voice to relate to the broader population.	I am a skillful mediator in many aspects of my life; I am a mom of ten year old boys, I serve on the PTA board at their elementary school, I work in an office of 15 people who are all very different. I would describe myself as someone who is conflict adverse, but not afraid of confrontation. In my mind, the best way to resolve differences is to listen to others and talk through the issue. At a PTA meeting last fall, I was assigned the job of handing out the yearly donations to teachers. For reasons I do not need to go into, the donations were half of what the teachers normally received, and some of them were not happy. I listened to them and calmly answered their questions, despite the tension in the room being palpable. By keeping calm and putting myself in their shoes, I was able to talk through their concerns and provide assurance that their needs would be met in other ways throughout the school year. As a working group member I will bring experience with clear communication and the ability to listen to others; and where applicable, provide solutions to resolve issues.
Lori Call	Boulder	Other: I work at the Boulder Chamber and represent a lot of members in this area.	I am interested in joining this working group because the evolution of East Boulder is such an important component of our community.  This subcommunity is especially critical because it serves as the epicenter of the highest density of the City's primary employers. This includes larger and more mature organizations, as well as start-ups and other small businesses.  Housing is also a key interest of mine, and there is an opportunity for Boulder to think thoughtfully and strategically about how to better leverage the area to address housing needs. Currently there is not affordable housing in the area, and very limited workforce housing. We have an opportunity to evolve the area to better support this balance, and also address transportation challenges through housing solutions.  I have served on the Boulder Chamber board of directors, and have extensive experience with thoughtful, consensus-driven discussions that drive toward productive and balanced solutions. In addition to my work at the Boulder Chamber, I've led extensive Stakeholder Engagement work at Kaiser Permanente, which included identifying potential solutions to issues and define paths towards implementation.	I believe that constructive and respectful dialogue is essential when discussing difficult issues, with competing viewpoints, and the end goal is yet to be determined. I have served as a facilitator for many strategic planning and strategy sessions, and therefore oftentimes have served as mediator and moderator among diverse viewpoints. I am very comfortable navigating ambiguity and complexity with people who hold different perspectives.

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<b>Ana Karina Casas</b>	Boulder	Community Connector: I work in the East Boulder Subcommunity	East Boulder is part of my community as a whole: my Boulder community, my immigrant latinx community. This is the city where I work, and live; where I want to raise my children. I am interested in the future of East Boulder because Boulder is our home and I want our voice to be taken into account.	
<b>Lucy Conklin</b>		I am a Boulder resident who does not live in the East Boulder Subcommunity	<p>I participated in the City of Boulder's Maintain the Middle working group and found it to be a very enriching experience.</p> <p>I have a strong desire to be engaged in the community and as a mid-thirties working professional, who is also a homeowner in the City, I represent an important voice in our community. I also think my extensive experience in real estate offers a valuable perspective.</p> <p>Furthermore, having lived in Boulder for eleven years, volunteered extensively with the flood remediation work, and having a small business, I have proved to be very invested in this community. Working with others to come up with collaborative ways to create an economically vibrant, inclusive, and environmentally sustainable community is something I have a lot of passion for and I strongly welcome any opportunity I can offer my experience and creative ideas.</p>	<p>I experienced the need for constructive dialogue and compromise when I participated in the Maintain the Middle working group. I found myself often playing the moderator between two strongly opposing sides and was able to maintain positive relationships with all the members of our group.</p> <p>My profession requires a great deal of negotiation and compromise and I am experienced working within conflict.</p> <p>I also strongly believe that the highest successes come from understanding the value of all perspectives and engaging in constructive, and mature, dialogue in order to achieve maximum results.</p>
<b>Aaron Cook</b>	Boulder	Other: I work for Naropa University which has a campus in East Boulder.	I work for Naropa University and we are very interested in participating in any type of planning for this part of town. Many of our goals as a University are in alignment with the goals of our city and we would like to help these goal be realized. As a University we believe this area of town to be underutilized.	We need to work together and for positive outcomes. The first step towards that end is to understand where we all are coming from. Different ideas based on contrasting desired outcomes can lead to creative solutions. I look forward to those creative solutions.

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<b>Julia Dullien</b>	Boulder	I am a Boulder resident who lives in the East Boulder Subcommunity	I was born in Boulder, and have recently returned after completing a dual Master's in Urban and Regional Planning and Landscape Architecture from UC Denver. Before graduate school, I served for two years in AmeriCorps VISTA, working on community development and vitality. I believe that I have a strong design, planning, and community development background. This, combined with my experience growing up in Boulder, makes me well suited to be simultaneously a local and a fresh pair of eyes. I am interested in the working group because I enjoy community planning and would like to volunteer in Boulder using my particular skillset and knowledge base. I participated for 9 months in the Rural Community Assistance Leadership Training Program in Mora, NM, where I met monthly with community leaders for an economic development working group. I was also trained in facilitation as an AmeriCorps VISTA leader, and worked for two years at the Colorado Center for Community Development. In these roles, I have worked with many diverse communities and groups on planning goals. I am comfortable participating and leading charrettes and brainstorming sessions. Currently I work as a landscape designer, but I would also like to put my Planning degree to use by supporting my hometown city. Also, if it counts, I am a Millennial, which is a voice often missing from working groups.	I have worked with many diverse groups and individuals. I have worked with tribal nations across the United States and British Columbia, ranching communities in New Mexico, mining communities in the Western Slope, I have worked as a planner and designer in Aspen, conducted charrettes in Globeville and Elyria Swansea neighborhoods in Denver, and have organized and facilitated trainings for AmeriCorps members from across the nation (and political spectrum). Through the experiences I have learned how to listen, how to be culturally sensitive, how to not take things personally, and how to be respectful. I enjoy constructive dialogue and coming up with a ideas based on the synthesis of many people. Sometimes disagreements happen, but those disagreements can lead to new ideas and strategies, if the ultimate goal is working toward positive outcomes.
<b>Leticia Garcia</b>	Boulder	Community Connector; I live in the East Boulder Subcommunity; I work in the East Boulder Subcommunity	I live in the San Lazaro Community and I know the needs of this community. Because San Lazaro is not within the city limits, it does not have the benefits of other Boulder Residences (i.e. water library, rec center..) I also want to help the larger East Boulder Communities.	
<b>John Gerstle</b>	Boulder	Planning Board member	East Boulder is a key area for Boulder's future development, with respect to business, industrial, commercial and residential opportunities, and significant changes in land use are very likely to take place at a large scale in this area. The ultimate form of land use and development in East Boulder is therefore significant on a city-wide level, because it will have impacts and affect Boulder's future on many fronts.	

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Aaron Johnson	Boulder County	Other: I am a Boulder County resident who lives just to the south of East Boulder (in Cherryvale/Hoover Hills). Many people traveling to/from East Boulder come through my neighborhood. As a County resident I don't have a vote for on issues that definitely affect me, thus serving on committees like this is an important opportunity to voice my and my neighbor's concerns	<p>My interest in joining the East Boulder Community Working Group is two fold, both academic and personal. I am a sociologist who studies the built environment, and have been systematically observing Boulder land use and transportation planning. My research will inform my participation in the group.</p> <p>Additionally, I am a neighborhood leader of sorts (a "lead" on Nextdoor, moderate a neighborhood listserv, and organize meetings from time to time). Many of my neighbors in the Cherryvale/Hoover Hills area have strong opinions about development along Arapahoe Rd. and in the East Boulder area more generally. More so, as County residents many (not all) feel alienated by</p> <p>Finally, I was a member of the East Arapahoe Community Working Group (EACWG) and have experience participating community working groups, and serving as a liaison between my neighbors and the Working Group.</p>	<p>As noted, I served as a member of the East Arapahoe Community Working Group and always participated in dialogue in a constructive manner. More so, as a college instructor, I regularly lead discussions of contentious topics where constructive input and criticism of others is routine. I firmly believe all voices should be heard, and am careful to listen and strive to take others' perspective if not sympathize with them, and avoiding ad hominem arguments.</p>

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Laura Kaplan	Boulder	Other: I am a Boulder resident who owns property at the edge, but outside of, this subcommunity (Peloton).	<p>As a Boulder resident since 2008, I love this town and am very interested in helping shape its future for the next generations. From 2008 - 2014, I lived at the Peloton which is just outside the southwest boundary of East Boulder. I still own and am a landlord for that condo at the Peloton. I have been a patron of many of the businesses and recreational features of the area such as the Boulder Creek Path east of Foothills, BDST, Valmont Park, and Avalon Ballroom.</p> <p>I love that Boulder is doing subcommunity planning and think the process is very exciting! The East Boulder subcommunity is an area of town that could really benefit from strong vision and planning to help it contribute to the values of the BVCP. There are a lot of older strip malls and industrialized areas that will be ripe for redevelopment in the coming years. Subcommunity planning can help ensure that such development facilitates multi-modal transportation, includes attractive mixed use retail / residential spaces, and really creates and activates new neighborhoods for Boulder while supporting our local employers and arts community. Of special interest to me, this is an area of town that has great potential contribute to meeting our affordable and permanently affordable housing goals. I have been attending City Council, Planning Board, Housing Board, and HRC meetings, so I am familiar with many of the current issues and existing planning guidance that may come up in subcommunity planning.</p> <p>For my day job, I am professional facilitator working in public policy collaboration. I have facilitated many advisory groups, including on complicated planning issues such as multi-benefit land use, flood management, and water conservation. I would welcome the chance to bring my collaborative abilities to a participant role in subcommunity planning. I'm great at maintaining focus on technical issues and applying criteria to compare scenarios. I am a cheerful and optimistic collaborator and can be counted on to show up for meetings and community events. I'd also be happy to help with networking and other outreach as appropriate for a committee member.</p>	<p>This is such an important facet of collaborative group work. There is a time and place for standing firm in advocacy, and no society can function while compromising its fundamental principles, but this project is not about life and death struggles, and a planning advisory committee is not a battleground. This planning project is a community endeavor and will need to work for community members with a variety of interests and lived experiences.</p> <p>Achieving the highest degree of mutual agreement possible will ensure that decision-makers feel comfortable relying upon the outcomes of the planning process. You can't achieve real mutual agreement when issues are suppressed, swept under the rug, shouted down, or argued into submission. It takes real and thoughtful listening, and the ability to compromise or change your mind. I have an MS in Conflict Analysis and Resolution and put these theories into practice every day at work.</p> <p>While I do have strong personal opinions about my community, I fully understand and support what city staff are doing here. I also deeply believe that community diversity includes diversity of thought and the ability to create a positive path forward with people with whom you disagree. In this setting, you can expect me to be honest and thoughtful about my opinions, to listen and ask questions to make sure I understand other points of view, to try to clarify the interests behind positions, and to seek outcomes that everyone can live with (and hopefully most people are thrilled with).</p>

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<b>Adam Kroll</b>	Boulder	Other: I work at a different location in east boulder than my business (also in east boulder) and I live just south of Arapahoe near foothills	As an owner-resident just south of the subcommunity, a worker in the sub community, and a business owner in the sub community, I am a significant stakeholder in the future of East Boulder. I am also the leader and founder of the East Boulder Leadership Committee (EBLC), a neighborhood advocacy group and have an abundance of knowledge of the area.	As a former project manager/ project engineer, I understand that differing points of views are critical to achieving real world solutions. I am a collaborator.
<b>Kenneth MacClune</b>	Boulder	I am a Boulder resident who does not live in the East Boulder Subcommunity	<p>I live in the adjacent neighborhood just south of Arapahoe in the Southeast Boulder Sub-community but use both open space and businesses in the East Boulder Sub-community on a regular basis. I realize that most of East Boulder is not residential but I know that what there is for residential is populated by communities that often do not have voice in official planning and events.</p> <p>I have 25 years experience in climate change 10 of which were focused on working with marginalized and at risk communities and city governments on co-production of climate resilience plans. This work was done in developing contexts.</p>	<p>My work with climate resilience planning working with both city governments, civil society actors, and communities was based on dialogue. Dialogue, of course, is more than an expression of ideas but a discussion and exchange which to be successful requires listening and understanding.</p> <p>An essential element of dialogue, particularly when working with under-represented communities, is an understanding of and conscious mindset toward addressing disparities in power relationships, real or imagined.</p>

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<b>Kirsten Millar</b>	Boulder	Other: I am a Boulder resident who does not live in the East Boulder Subcommunity and I work in East Boulder (can't select both)	<p>I commute through (by bicycle 95% of the time) and work in this subcommunity every day, spending the majority of my waking hours in this area. I think there is a lot of potential to create a vibrant/welcome community that other areas of Boulder struggle to produce based on development restrictions and current occupants. I am passionate about non-car-reliant transportation and have attended community meetings about the Arapahoe transit corridor.</p> <p>I have experience leading and participating in community groups that advocate for positive change that accounts for the diverse needs of residents, visitors and workers. I contributed to Transport Oakland and recently applied for a Parks and Recreation Boulder Board position. I'm organizing my neighborhood to do a neighborhood cleanup on May 11th, and I'm an Eco-Leader with Ecocycle.</p> <p>I want to see a Boulder with subcommunities that reflect the unique characteristics of the region, while supporting safe, diverse, accessible to everyone services and amenities. I think East Boulder has been neglected, and it is ripe for strategic and innovative community initiatives!</p> <p>I bring experience in business and writing with time spent working on strategy, operations, sustainability and transportation related topics.</p>	I've worked in diverse settings, from international renewable energy internships to large bureaucratic electric and gas utilities. I've learned that communication is the key to success and setting up open, honest, supportive environments results in better outcomes, even when they are not the outcomes I initially supported. I am a believer that different perspectives are necessary to develop the best ideas. I appreciate inquisitive, non-judgmental attitudes that test hypotheses and find root causes. I thrive in settings with passionate and driven individuals that want to make a positive impact.
<b>Ben Molk</b>	Centennial	I own a property or properties in East Boulder	Crescent Real Estate owns 22 buildings or roughly 1M sf in East Boulder. We are always looking for ways to improve East Boulder, and would love to work with the community to understand their needs so that we can help the city to implement them.	Very willing to hear all sides.
<b>Tim O'Shea</b>	Boulder	Other: I am Boulder resident and active participant in both the business and nonprofit community.	As a participant in other public commissions (Library), working groups (Transportation Funding) and various boards / committees (Downtown Boulder Foundation; Chamber CAC; Boulder Tomorrow), I have a keen interest in opportunities to help shape a healthy future for Boulder residents, visitors, businesses, and beyond. I've been eager to see what's shaping for our eastern community and how we can work to smartly build a sustainable infrastructure that measures our current challenges with our future needs.	I often describe my work in Boulder as 'carrying water between camps'. I've learned to listen to the concerns and ideas on all sides and feed the thirst of those interests without being seen as someone coming to douse their campfire. This affords me the ability to have measured, thoughtful conversations be they across the fence, or across the conference table. I maintain my independence and seek a center of the road approach to leave room for both sides of any efforts where I may contribute.

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<b>Judith Renfroe</b>	Boulder	I am a Boulder resident who does not live in the East Boulder Subcommunity	I've lived on the east edge of Boulder since 1972 and really care about its future. It was, and has the potential to remain, a beautiful area. I've always found it interesting how, when man settles an area, he first settles the most beautiful part of that area, then starts building industry there, which in turn creates an "industrial" area (and industrial zoning) which often destroys the natural beauty. The eastern portion of the Boulder Valley was no exception -- Public Service co., former Brick yards, railway lines, chemical industries along 55th, etc. Now we have the opportunity to put other uses in this area and to be sure that future industrial uses are clean and compatible with residential and attractive.	I'm willing and able to participate in constructive dialogue. I would want to be sure that everyone on the committee is heard and has ample opportunity to explain and discuss their points of view and ideal vision of the East Boulder area, and that all points of view are discussed and given respect. I spent many years as an attorney negotiating settlements, compromising where necessary, and working in innovative solutions.
<b>Patti Smith</b>	Boulder	I am a Boulder resident who lives in the East Boulder Subcommunity	I own a home and have have lived in the East Boulder sub community for 27 years. I have been interested in my community throughout this time by volunteering locally in my HOA (Greenwood Commons), Community Food Share and as a member of the Board of Directors with non-profit organizations such as the YWCA, Women's Health and the Boulder Valley School District Board of Education. My professional background includes sales, marketing and client support for Boulder Community Health. These experiences are relevant to encouraging and facilitating constructive communication with members of our community in order to support and improve the way we live.	I was a member of the BVSD Board of Education for four years and this required a willingness to engage the community in constructive dialogue. Disagreement was an expectation, as was compromise and civility. My other Board / volunteer / professional experiences required this as well through any challenges that arose.
<b>Elizabeth Dawn Williams</b>	Boulder	I am a Boulder resident who does not live in the East Boulder Subcommunity	Hello. I live on Old Tale Road, directly adjacent to the East Boulder sub community. I have lived at this locationfor 33 years, and I was born and raised in Boulder. I am 58 years old. I am very active in this community, I was an RN at Boulder Community Health for 25 years. I have a lot of working knowledge of Boulder and this area. I also closely follow development in Boulder and Boulder City government. I feel I could bring good ideas and input to this community that I am part of and am very vested in.	I believe that part of a good working group is that there is disagreement with different views. Listening to different views and having a constructive dialogue is very important to me. I am also very good at this, as part of my professional career I was a conflict resolution counselor. I also know how to work towards positive outcomes and helping a group get to positive outcomes as constructively as is possible.  My background includes being a critical care RN, interfaith seminary trained ordained minister, and counselor in Boulder.
<b>Jeffrey Wingert</b>	Boulder	I own a property or properties in East Boulder	In light of the number of properties our company owns and manages in the subcommunity, along with my 28 years of involvement in these properties and this area, I feel I can be of benefit to the discussion going forward.	This subcommunity is a comprised of a VERY diverse assortment of properties and property types. Understanding how to best move meaningful developments forward in this area will take a meeting of ALL the minds involved and impacted by the area/subcommunity. My companies historic involvement in the community has always involved understanding the community and the impact what we are doing.