

| Current Members: | | Occupation: | Status: |
|------------------|--------------------|----------------------------|----------|
| 2027 | Robyn Mitchell | Warehouse Manager | Occupied |
| 2026 | Maria Cole | Architect | Occupied |
| 2026 | Eboni Freeman | Solutions Consultant | Occupied |
| 2025 | Caroline Kert | Attorney | Occupied |
| 2025 | Georgia Schmid | dance & fitness instructor | Occupied |
| 2024 | Bruce Borowsky | Filmmaker | Occupied |
| 2023 | Kathleen McCormick | Writer/Editor | Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 9:43 pm
1063207923

| | |
|---|---------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 1 Arts Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2009 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|------------------------------|
| Name | Jeffrey Kash |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Work Phone | |
| Occupation | AVP Community Relations |
| Place of Employment / Retired | Premier Members Credit Union |
| Gender | M Man |

Standard Questions

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

I have a background of theatre and have appeared on stage for nearly 40 years. For the most recent 20 of those years, I have appeared onstage with a one-person production as a fundraiser for countless nonprofits and causes, raising more than \$2.5 million. Regionally, those benefiting organizations have included Boulder County AIDS Project, Dairy Arts Center, Rise Against Suicide, and League of Women Voters of Boulder County.

I have always been a community builder and have created and run numerous social organizations since moving to Boulder in August 2009.

I have served on numerous nonprofit Boards with a specialty towards development, events production, and fundraising.

For over 25 years, I have been an event production professional, produced countless galas, and have served as a volunteer consultant for regional nonprofits.

As a professional, I take pride in community collaborations that drive business, increase awareness, amplify organizations' Good Work, and nurture community involvement.

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

In March 2022, I cycled off the Board of the Dairy Arts Center, on which I liaised with the representative of the Arts Commission assigned to the Dairy's Board.

I'm on on the Advisory Board of the Colorado Shakespeare Festival, which was recently awarded a grant from the Arts Commission for the next three years, though I was not part of that application process.

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

For 11 years (2011-2022), I was the President of the Wood Creek Homeowners' Association, representing 79 townhomes here in Boulder. Throughout my tenure, I navigated multiple capital projects and day-to-day operations involving fellow residents, management companies, and vendors that required tact and diplomacy to provide services that best served the community.

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

None, that I am aware of.

Arts Commission

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

I have a background of theatre and have appeared on stage for nearly 40 years. For the most recent 20 of those years, I have appeared onstage with a one-person production as a fundraiser for countless nonprofits and causes, raising more than \$2.5 million. Regionally, those benefiting organizations have included Boulder County AIDS Project, Dairy Arts Center, Rise Against Suicide, and League of Women Voters of Boulder County.

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As a professional, I take pride in community collaborations that drive business, increase awareness, amplify organizations' Good Work, and nurture community involvement.

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

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I'm on on the Advisory Board of the Colorado Shakespeare Festival, which was recently awarded a grant from the Arts Commission for the next three years, though I was not part of that application process.

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

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8. Please list all potential conflicts of interest you might have with respect to the work of this board.

None, that I am aware of.

9. What are your ideas to (a) support arts and culture in our community that could (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts?

A) Even before moving to Boulder, I have prioritized support and growth of arts and culture in any community I have called home. But in any successful project in which I've been part, it was not "me" or "my organization" that found singular success: it was through thoughtful, tasteful collaborative efforts between economic drivers (Chambers, for-profits, etc.) and nonprofits across various missions to co-promote to all involved organizations' contacts and audiences.

B) Innovation in the arts can be a combination of delivery, content, experience, and involvement. It can also be represented by what is viewed, heard, or what happens behind-the-scenes.

C) I have had consistent success with community collaborations, consulting on programs and content that drive ticket sales and engagement, and producing events that are immersive and representative of their intended communities and demographics. Participation of these programs and performances often requires special consulting with the producing company and collaborations with key organizations that have direct contact and trust within the audiences' community.

10. How should the city focus commitment to cultural equity when promoting expression and participation in the arts and cultural community?

Community collaborations and partnerships are the key to reaching underserved populations and to marketing and participation for cross-promotions.

11. Members of the Arts Commission have many responsibilities including participating in trainings, attending gatherings of arts leadership, scoring of cultural grants, serving on public art selection panels, and more. Details can be found in the Arts Commission's FAQ. Taking into consideration the responsibilities and workload expected of a member of the Commission, what most excites you about the idea of becoming an Arts Commissioner?

What excites me most is bringing a supply and demand perspective to the Commission. Working with Chambers, Economic Councils, business leaders, and elected officials to help champion the new and established producers of the arts in our region. Investments in the arts are the best return on investment in the communities whom they serve. Helping solidify the arts in Boulder County as both a respite to its residents and a destination to those outside our area is the ongoing goal we should all envision.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 10:53 am
1062978253

| | |
|---|---------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 1 Arts Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 1996 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---|
| Name | Sheryl Cardozo |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Educator, communication specialist, actor |
| Place of Employment / Retired | University of Colorado Health Sciences Center |
| Gender | W Woman |

Standard Questions

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

I've been a fan of the arts in Boulder since I moved here. As both a patron of the arts as well as an artist myself, I am passionate about the role the arts play in reflecting our culture. I hold a Master's in Education with a concentration in Arts in Education, from the Harvard Graduate School of Education. Whether as a teen dancer, a Theatre Arts major in college, an educator using the arts as a teaching tool, a professional writer, or even now, as a middle aged aspirational stand up comedian, I have been involved in the arts my entire life.

Currently I utilize my acting training in teaching communication skills to health professional students at CU Anschutz Medical Campus. When I first arrived in Boulder in the mid-90's, I worked in a plethora of art education organizations in and around Boulder, including The Peanut Butter Players and Rocky Mountain Theatre for Kids. Additionally I ran a program for teens offering free, after-school arts classes through the YMCA called BreakThrough Arts.

My prior professional extensive background in non profit leadership as well as time served on the Board of a non-profit educational circus organization provides me with governance and decision-making skills that will also be useful. Finally my passion for the Arts in all of its forms, and the power the Arts have in telling stories and enriching lives make me an ideal candidate to bring art experiences to all of Boulder.

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

As a longtime resident of Boulder through many different phases of my life, I have frequently taken advantage of the arts in Boulder. This includes appreciating the art installations along Pearl Street Mall, going to exhibitions and films at the library, and enjoying music at the bandshell. I was also a devoted visitor during Open Studios for many years. As a parent now, I relish any opportunity I have to expose my child to the arts and appreciate art as one entry point to learning about different cultures and life experiences.

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

I have served in a number of roles as a senior leader responsible for change management. In one such position, I worked with large groups of passionately dedicated, long term volunteers who had been participating in the program for decades sometimes. We were working to modernize the program and many of these long-term volunteers were resistant to these changes, particularly so early in my tenure. Threats to quit and accusations of "ruining the program" abounded. I learned that the most important way to manage conflicts is to listen. Often, people just want to be heard. Responding respectfully and in non-defensive ways help further the conversation. Most importantly, engaging with key stakeholders prior to implement change is a key methodology to bring people along the journey. A few other key lessons include addressing the problem, not the person; engage in robust discussion to find solutions- not to "be right", and giving all parties benefit of believing that ultimately you desire the same positive outcome- you just have different ways of solving the problem keeps the conflict from becoming personal. I find it is also important to accept when decisions don't go your way and to move on rather than hold grudges.

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

N/A

Arts Commission

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

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8. Please list all potential conflicts of interest you might have with respect to the work of this board.

N/A

9. What are your ideas to (a) support arts and culture in our community that could (b) encourage artistic innovation and (c) increase awareness of, participation in and access to the arts?

The phrase "starving artist" was coined long before Boulder (and the nation) experienced its current housing crisis. If we want to ensure the future of Boulder's artistic community, we need to create opportunities for artists to make a living that will allow them to stay in Boulder. Grants to artists as well as access to affordable studio space and materials are key to maintaining Boulder as a vibrant artistic community, especially if we want to ensure all voices are represented by our local artists.

With a plethora of artistic organizations in Boulder, there seem to be ripe opportunities for partnership development and audience cultivation. Working with public, non-profit, and private organizations together can help build participation and focus revenue. When I worked at BreakThrough Arts, our students participated in a group installation course that culminated with an exhibition and opening at a local gallery. The piece was then auctioned and raised money for a local non-profit. Obviously city government is different than a non-profit program for young people, but this is an example of bringing together various members of the community through the arts.

10. How should the city focus commitment to cultural equity when promoting expression and participation in the arts and cultural community?

It is key for the city to actively seek out engagement from underrepresented groups, using non-traditional methods to communicate with communities that might be more challenging to reach. The arts are one of the most powerful ways to bridge differences and celebrate diversity but care should be taken that these communities not be forced to fit into a predetermined idea of what representation can look like. Rather, community engagement should involve open discussion with leaders about their goals in participating in the arts in Boulder. A directive should involve seeking out artists who represent these communities not only for specific "cultural " events (eg, Latino History Month) but also ensuring multiple voices are represented across all arts-focused offerings.

11. Members of the Arts Commission have many responsibilities including participating in trainings, attending gatherings of arts leadership, scoring of cultural grants, serving on public art selection panels, and more. Details can be found in the Arts Commission's FAQ. Taking into consideration the responsibilities and workload expected of a member of the Commission, what most excites you about the idea of becoming an Arts Commissioner?

I am most excited about being directly involved in shaping the artistic and cultural experiences of fellow Boulderites. A priority for me would be involving all members of the community and specifically developing programming for citizens who usually don't participate. My personal passion for engaging young people with the arts will also inform my work on the commission. Mostly, I am eager to hear and learn from other art makers and art lovers around the city and continue to shape and grow the art heart of Boulder.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Board of Zoning Adjustment

Council Action Requested:

Seat #3 - Appoint member to 5 year term through 3/31/2028

Current Members:

| | |
|------|-----------------|
| 2027 | Katharine Crane |
| 2026 | Nikki McCord |
| 2025 | Jill Lester |
| 2024 | Marine Siohan |
| 2023 | Raymond Rudd |

Occupation:

| |
|---------------------------|
| Freelance Writer |
| Education/Retired Builder |
| Project Manager |
| Architect |

Status:

| |
|----------|
| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 22, 2023 9:34 pm
1060232452

| | |
|---|---------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 19 Board of Zoning Adjustment |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 2010 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---------------------------------|
| Name | Drew Eisenberg |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Engineer |
| Place of Employment / Retired | Siemens Gamesa Renewable Energy |
| Gender | M Man |

Standard Questions

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

My experience having applied for a BOZA variance gives me great insight in how the board should operate and judge applications. I'm an engineer by trade and education and am experienced at reading building plans, interpreting 3D drawings, and section cuts etc. As for boards or commissions: I am vice president and treasurer of my HOA for the last 7 years. Additionally I have served on the Boulder Police Community Dialogue and Engagement Panel for 3 years. At work, I am the chief engineer of aerodynamic design of wind turbine blades in a downtown Boulder office. In this role, I often make difficult decisions on design trade-offs and choose what is best holistically considering all aspects (engineering, manufacturing, marketing, etc). I will apply the same analytical mindset to a position on a Boulder board.

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

I applied for a variance through BOZA in 2021 and became very familiar with the land use code and variance process as a result. I believe this gives me a unique perspective to apply my experiences to this decision making board. Having been on the receiving end of a variance, I had multiple observations about the board. Attendance is extremely important. Since any variance needs 3 positive votes, there needs to be as many attending board members as possible. Additionally, I felt that the board should follow the criteria to allow a variance as closely as possible. Finally, I listened and read the meeting minutes of dozens of meetings and got a firm understanding of historical precedent of variances in Boulder and also most of the zoning rules that are addressed. It made me very interested in all of the intricacies of the code and I am now quite versed in the details of Boulder zoning code.

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

There are often conflicts between the owners of my HOA. As one of the leaders of the HOA I have to mediate the conversation between owners. I make sure that everyone feels heard and has their time to share their perspective. A recent conflict was an attempt to restrict rentals within our building. To ease some owners' concerns, we collected an expert lawyer's opinion on the legality of such restrictions. We also had these experts draft revised by-laws. By making sure everyone felt heard and had time to express their opinions, the owners felt confident that each voting owner knew all of the pertinent information and also the perspectives of the other owners. By giving adequate time to share perspectives, it gave owners confidence that the other owners would vote for the best choice for the building. After the vote, there were no hard feelings because we spent so much time researching and discussing the matter. I will apply the same thought process to BOZA: each input from the applicant, public comment, and staff needs to be thoroughly heard and discussed. Then the board should thoroughly discuss the matter to ensure all voting members understand the details of the application before making an informed vote. (Note that many applications have a clear majority opinion which will not need thorough debate)

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

I'm currently employing Arcadia Architecture for the next year and this would prevent me from voting on a project they are associated with while I am in a financial relationship with this firm. Beyond this, I have no other known conflicts at this time.

Board of Zoning Adjustment

5. How do you see the role of the Board of Zoning Adjustment?

I see BOZA as a decision making board that determines if applicants meet the criteria set forth in 9-2-3 (h) of the BRC. The zoning code is designed to cover as many standard situations as possible, but there are always reasonable exceptions to be made. To determine if an exception is needed, a group of citizens must review and vote on this exception in the form of a variance. To grant an exception, the applicant must demonstrate that they meet all of the needed criteria in 9-2-3 (h). The board also has the responsibility to provide feedback to city council on how the code can be improved.

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

I will follow the criteria as closely as possible and focus on the specific code the variance is for. If the application is due to the physical conditions of the property, I will also focus on the fact that the structure being built will long outlast the owners. The variance should be focused on the building and the lasting impacts of its existence rather than the relatively shorter time the owners will be using it.

If the application is due to a physical disability affecting the owner, I will address this differently as it will be about making the property's structure inclusive and accessible. Asking for a variance is not an easy task and is probably approached as a last resort. But I will also consider how this variance will live on past the applying owner and if it is the right choice as a long term solution.

7. What cumulative impacts do you think multiple variances can have on the character of neighborhoods?

I think it is important to look at the zoning district designation and the intended use of that land. Will the proposed structure be used in the way the zoning district is defined? Again, it is important to look at the structure and not just the owner's particular case. If in the long term, the structure should meet the intention of the neighborhood and bulk standards, I feel that the "character" change will be limited.

The district designation does not discuss design and aesthetics though. BOZA is not a design board and cannot weigh in directly on the design of the proposal, but it can address the location and dimensions of structures. The street side of the house should be carefully examined on how it affects the "character" of the neighborhood. So requests that change the street façade or accessory structures in the front yard should be addressed on how they affect the character of the neighborhood (which violates 9-2-3 (h)(5)(B))

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

I will try my best to follow the criteria outlined by the BRC and make my own judgement on the situation. Staff is excellent at outlining the issue and helps guide the board in decisions. But at the end of it, it is up for discussion between the board members on how to proceed. As for public comment, it is often a disagreement between neighbors on what should be allowed on a particular lot. The board needs to be as clear as possible on how they are executing the BRC and the laws around property rights.

Public comment is an important part of the process to allow alternative perspectives on the application. The applicant will always portray it in the best light and will often try and hide the downsides. Public comment allows a balanced discussion on the pros and cons of the application. The board also needs to consider the pieces that are missing from the application independent from public comment. So in summary, the board needs to be critical and detailed on all aspects of input: from the applicant, public comment, and the staff recommendation.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 28, 2023 2:19 pm
1062488871

| | |
|---|---------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 19 Board of Zoning Adjustment |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 1979 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------|
| Name | jack Rudd |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | architect |
| Place of Employment / Retired | retired |
| Gender | M Man |

Standard Questions

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

Professional /Educational Background:

Licensed Architect (retired)
State of Colorado Governor's Office of Information Technology
State of Colorado Unemployment Insurance Division
University of Oklahoma School of Architecture (attended)
University of Texas School of Architecture (attended)

Community participation:

United Way Professional Advisory Committee,
City of Boulder Block Grant Development Committee
City of Boulder Neighborhood Traffic Mitigation Committee
City of Boulder Community Design Workshop
City of Boulder Downtown Design Advisory Board
City of Boulder Board of Zoning Adjustments
9th Street & University Hill Steering Committee, Vice Chair
City of Boulder Neighborhood Design Guidelines Committee
City of Louisville Industrial Design Guidelines Steering Committee
Thorne Ecological Institute, Board of Trustees Chair & Treasurer
Boulder Chautauqua, Volunteer Landscaper
Columbia Cemetery Clean-Up

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

I am, currently a member of the Board of Zoning Adjustments. My five-year term is nearing an end, however.

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

I have seen disagreements between BOZA members. These disagreements are understood to be part of the decision-making process. However, BOZA members have deep and mutual respect for one another, the proceedings have not generated overt conflict.

BOZA has adopted Rules of Behavior that define decorum during meetings and sets the tone for civilized mature behavior. These rules are read at each meeting and incorporated into the meeting minutes.

That being said...As a liaison with the Governor's Office of Information Technology, my position required me to work with the State of Colorado Departments and Counties, to assist in crafting agreements and conclusions.

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

1) If past professional clients or associates choose to present to the board I would recuse myself from the proceedings.

2) If personal friends, relatives, and/or neighbors choose to present to the board I would recuse myself

3) If a building I designed as an architect entered into the process I would recuse myself.

Board of Zoning Adjustment

5. How do you see the role of the Board of Zoning Adjustment?

The primary role of BOZA is to "fill in the blanks" in current zoning criteria. As the City has evolved, some zoning regulations have become obsolete or defective. Many existing residences and commercial buildings constructed under earlier zoning ordinances are restricted from adding on or improving property. Some existing properties cannot evolve, expand or improve under current zoning regulations. BOZA becomes the arbiter in determining the ability and possibility of property improvement or regulation.

BOZA input is a small piece of crafting development and design integrity in the City of Boulder. BOZA reviews projects in neighborhoods created throughout the City's history...looking for stories and artifacts that add to the chain of changes to the landscape.

As a quasi-judicial entity, BOZA has proven to be fair and inclusive, providing a balance decision-making platform. Not all are satisfied with the BOZA responses, but the Board takes a lot of time going over the requests, reviewing comments from neighbors and nearby properties

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

The key factors for me are embedded in the zoning regulations and include the following items as stated in the Zoning Regulations, (copied below):

- USE- establishes the uses that are permitted or prohibited,
 - FORM - specifies the physical parameters for development, such as setbacks, building coverage,
height and special building design characteristics.
 - INTENSITY - establishes the density of development and identifies:
minimum lot sizes,
minimum open space per dwelling unit,
number of dwelling units per acre,
minimum open space per lot or parcel, and
floor area ratios, when applicable.
 -
-

7. What cumulative impacts do you think multiple variances can have on the character of neighborhoods?

Over time, multiple variances can have the effect of adding to the potential development/improvement of existing building:

- Many appeals to BOZA are for setback and height variances. These variances will allow for the construction or addition of larger homes on existing lots. As the number of these requests is constructed the floor areas will increase incrementally in almost every neighborhood. Thus increasing the density of the built environment

- Many appeals include allowing residents to park in setback areas, thus increasing parking areas and a parallel increase in the allow.

- While BOZA does not give direct input into the approval of Accessory Dwelling Units, BOZA does

- approve ancillary requests for increases in building site coverages, parking spaces, and bedrooms.

These ancillary requests can help to pave the way for subsequent ADU approvals.

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

As noted above...Many times BOZA is the arbiter and is situationally involved in finding the right balance between the appellant, neighborhood, and staff.

BOZA works closely with staff and gives weight to staff recommendations. But BOZA does not always agree with staff. This is especially true if the staff stance is "by the book" when a good solution may reside in a more responsive and situational conclusion.

At this point in time we are seeing very well-constructed requests from BOZA appellants. I believe this improvement is a direct result of early staff involvement and coordination with the property owners.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Cannabis Licensing and Advisory Board

Council Action Requested:

Seat #3 - Appoint member to 5 year term through 3/31/28, must be MJ Business Owner

Seat #5 - Appoint member to 5 year term through 3/31/28, must have health education background

| Current Members: | | Occupation: | Status: |
|------------------|-----------------|--|----------|
| 2027 | Evan Anderson | Business Owner | Occupied |
| 2027 | Brian Keegan | Professor | Occupied |
| 2026 | Robin Noble | Legislative Aide | Occupied |
| 2025 | ALLISON Bayley | Community Substance Abuse Prevention Program Manager | Occupied |
| 2025 | Michael Christy | Attorney | Occupied |
| 2025 | Stacy Green | Physician | Occupied |
| 2025 | Kathryn Thomson | Regulatory Analyst / Consultant | Occupied |
| 2023 | Tom Kunstman | Retired Physician | Occupied |
| 2023 | Alana Malone | CEO, entrepreneur | Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
December 29, 2022 2:24 pm
1051928461

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| Submission Year | Dec 2022 |
| Board or Commission Applying For | 40 Cannabis Licensing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jan 1960 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--|
| Name | David Timken |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Work Phone | |
| Occupation | Research Psychologist |
| Place of Employment / Retired | Center for Impaired Driving Research - Retired |
| Gender | M Man |

Standard Questions

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|---|---|
| 1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative? | Masters and PhD in Psychology, Recognition Nationally and Internationally as expert in alcohol and other drug impaired driving. Conducted legal hearings for driving infractions including impaired driving. Served as both co-chair and chair of the Boulder Beverage Licensing Authority. Served as Clinical Director for the State of Colorado Alcohol Drug Driving Safety Program. |
| 2. Have you had any experience(s) with this Board or the services it oversees? | No |
| 3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. | <p>I was involved in group that was to decide rules and regulations concerning assessment and treatment of convicted DWI offenders. Disagreements evolved around stringency of standards and the enforcement of them as well as needed content.</p> <p>The techniques most effective for solving disagreements were active listening, Motivational Interviewing and keeping discussions professional and respectful of others opinions.</p> |
| 4. List all potential conflicts of interest you might have with respect to the work of this board. | None. Potential or perceived conflicts should be brought forth and openly discussed. A member or members who do have a conflict need to recuse themselves prior to a case in which either a real or perceived conflict of interest appears. |

Cannabis Licensing Advisory Board

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| 5. Have you had any experience(s) with any similar Board or cannabis policy setting, cannabis licensing, or cannabis enforcement? | Yes. Served one term on the Boulder Beverage Licensing Authority and was selected as both Vice Chair and Chair. |
| 6. Why would you like to serve on the Cannabis Board? What do you hope to accomplish? | I believe my experience would contribute to the goals of the board. I would strive to contribute to the reduction of problems caused by the use /misuse of cannabis by itself as well as in combination with other drugs as well as to further educate myself by gaining a better understanding of the positions of fellow board members and the cannabis industry. Public and individual safety are major concerns. |
| 7. Potentially, what are the greatest challenges facing the Cannabis Board with regard to current social issues relating to cannabis, i.e. underage use, safe consumption, odor complaints, etc. | In addition to the above, a major concern is drug impaired driving. Safety for the individual using cannabis as well as public safety should be an ultimate goal for this group. The danger of combining cannabis with other drugs - legal and illegal needs to be a point of interest. Reducing criminal offenses including impaired driving are critical. |

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| 8. Please disclose any personal, business, or friends or family connections to the cannabis industry that you may have. | None |
| 9. Please disclose any personal, business, or friends or family connections to the health or education field that you may have. | Numerous friends and colleagues in the alcohol and drug driving safety arena, both Nationally and Internationally. I am a member of a number of professional organizations including: International Council of Alcohol, Drugs and Traffic Safety, American Counseling Association, Division 50 American Psychological Association, Motivational Interviewing Network of Trainers. |
| 10. What is your understanding of the role of this board? Do you have any objections to the use and/or sale of cannabis? If so, please explain. | The role of the board is to conduct quasi - judicial hearings concerning the issuing, re-issuing, restraint actions - suspensions, revocations of cannabis licenses in the City of Boulder. Additionally, I believe the board should continue to educate not only its members on the latest research on the use and misuse of cannabis, but also to assist in educating the public. Communication with other municipal, State and Federal authorities. |
| 11. How would you explain and/or defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision? | Explain directly that the decision was based on the law, related regulations and testimony presented to the board. Further, if research by the board was included in the decision making process this fact should be explained. |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 3:11 pm
1063105404

| | |
|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 40 Cannabis Licensing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2010 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------------------|
| Name | Ethan Daniel |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Cultivation Program Manager |
| Place of Employment / Retired | ISM2 dba Green Dot Labs |
| Gender | M Man |

Standard Questions

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

Since early 2015, I have held multiple positions in the Colorado cannabis industry. I entered as a Harvester/Trimmer and quickly transitioned to a Cultivation Specialist role. After three years of hands-on horticultural work, I moved into management. Currently, I operate within the cannabis space as a Cultivation Program Manager, ensuring my team strictly adheres to Standard Operating Procedures to deliver a safe, consistent, and compliant product. Over the course of these eight years, I've worked for two different Boulder-based cannabis manufacturers. My time in the industry has provided me with the skillset and expertise needed to lead a team in the safe cultivation of regulated cannabis as well as maintaining compliance with city and state laws.

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

In early December of 2020, the CLAB held a public hearing to understand how our community felt about cannabis home delivery. I submitted a letter in support of this measure. Additionally, I am part of the City of Boulder Cannabis Email Routing Group. I receive the monthly CLAB agendas and review them to stay informed with the City's interests and concerns regarding the industry.

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

As a manager who oversees 37 employees, I am well versed with the methodology needed to handle conflict resolutions. When a disagreement is brought to my attention, I often take the stance of the mediator. In most cases, I sit with each individual separately to hear their side of the story without interruptions. If more unbiased details are needed, I will privately speak with other employees who may have been present or are aware of the conflict. Once I have all the information I need to make an informed decision, I will bring the individuals together and present both opinions, outlining what is and isn't aligned with the facts, rules, or policies. If one employee is clearly in the wrong, I'd discuss the appropriate course needed to make amends. If both employees need course correction, we will negotiate an acceptable compromise from both sides.

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

As a cannabis industry employee, the decisions made by the Board can affect my day-to-day operations in various degrees depending on the regulations in question. Regardless of this, there should never be an instance where a decision exclusively benefits me personally.

Cannabis Licensing Advisory Board

5. Have you had any experience(s) with any similar Board or cannabis policy setting, cannabis licensing, or cannabis enforcement?

As a Cultivation Program Manager, I am responsible for ensuring my department adheres to all rules and regulations mandated by the city and state agencies. I routinely deal with compliance inspections and regularly interact with cannabis enforcement officials. I am proud to say that, under my supervision, my department has never been found to be out of compliance and our interactions continue to be pleasant ones.

| | |
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| 6. Why would you like to serve on the Cannabis Board? What do you hope to accomplish? | As a Boulder resident, a cannabis industry employee, and a father, I am invested in the decisions made by the Board. I feel compelled to represent the community in which my family resides. Ultimately, I want to serve to help shape Boulder's future and guarantee it will be a community where I feel safe, secure, and proud to raise my daughter in. |
| 7. Potentially, what are the greatest challenges facing the Cannabis Board with regard to current social issues relating to cannabis, i.e. underage use, safe consumption, odor complaints, etc. | To name a few: Cannabis Hospitality Establishments/Safe Consumption, Social Equity, Fair Taxes, Potential Federal Legalization |
| 8. Please disclose any personal, business, or friends or family connections to the cannabis industry that you may have. | I am currently employed by ISM2 dba Green Dot Labs. |
| 9. Please disclose any personal, business, or friends or family connections to the health or education field that you may have. | N/A |
| 10. What is your understanding of the role of this board? Do you have any objections to the use and/or sale of cannabis? If so, please explain. | <p>The Board advises City Council on policies governing the cannabis industry. Its purpose is to promote the community's interests and values pertaining to regulated cannabis, while considering the potential consequences specific regulations may have on the community's health, safety and economy. The Board must also assure local ordinances are in line with state laws.</p> <p>I do not have any objections to the use or sale of cannabis.</p> |
| 11. How would you explain and/or defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision? | The Board is comprised of seven members appointed by City Council. These members occupy different fields within our community, from industry representatives to health and education professionals. Together, they represent a range of opinions regarding cannabis use. The Board sets meeting agendas using community suggestion forms and their own topics determined by membership. Decisions made by the board follow the city's quasi-judicial structure and are conducted during public hearings which include time for public comment. Ultimately, the Board is a voice for the community. There will always be opposing viewpoints, but the intrinsic objective of the Board is to act in the best interests of the people it represents. |

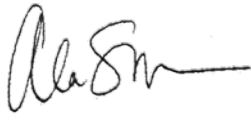
Feb. 3, 2023

To Whom It May Concern

Ethan Daniel has submitted an application for the industry seat on the Cannabis Licensing and Advisory Board.

Ethan is a representative of ISM 2 Inc, dba Green Dot Labs. He is authorized to participate with the city on our behalf.

Thank you,

A handwritten signature in black ink, appearing to read 'Alana Malone', with a long horizontal flourish extending to the right.

Alana Malone
ISM 2 Inc.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 29, 2023 10:59 am
1062653100

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|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 40 Cannabis Licensing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Apr 2021 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---------------------------|
| Name | Kyle Kraft |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Manager |
| Place of Employment / Retired | Native Roots Cannabis Co. |
| Gender | M Man |

Standard Questions

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

I hold a Master's degree and currently serve as a Dual Store Manager for a vertically-integrated cannabis company with medical and recreational store licenses in the City of Boulder. As the DSM, I have a strong understanding of CO cannabis laws, the Marijuana Enforcement Division's rules, and the City of Boulder's cannabis laws and rules. I have first-hand experience with cannabis store compliance audits with the MED, City of Boulder Fire Department, and City of Boulder licensing inspectors. As the DSM, I have established relationships with neighboring businesses on Pearl St. and have a strong commitment to preserving the unique culture of Boulder through community engagement.

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

As the Dual Store Manager for two cannabis retail stores in Boulder, I have firsthand experience with the license renewal process and associated compliance and fire audits with City personnel. Further, one of the stores I manage provided delivery services for medical customers for a period of time, and I understand the operational challenges associated with compliantly standing up a new license type.

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

During COVID, it was my responsibility to ensure both Boulder store locations and associated employees were following the strict public health and safety protocols implemented by the State of Colorado and the City of Boulder to prevent the further spread of disease and protect our customers and the broader community. Upon initial implementation, staff and customers expressed concerns that their ability to examine products (i.e. smell, touch, closely view) was restricted, making it difficult to choose products that would result in the best customer outcome. I worked diligently with my staff and customers to develop and implement safe methods that allowed product examination equivalent to pre-COVID protocols.

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

As a Dual Store Manager overseeing the operations of both medically licensed and adult-use-licensed cannabis retail stores in Boulder, it's possible I would need to recuse myself if the Board needed to discuss my company's specific licenses. Board members with similar conflicts of interest should also recuse themselves from similar conversations and votes and should make these conflicts known prior to serving their term or as soon as the conflict arises.

Cannabis Licensing Advisory Board

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| 5. Have you had any experience(s) with any similar Board or cannabis policy setting, cannabis licensing, or cannabis enforcement? | As the Dual Store Manager for two cannabis retail stores in Boulder, I have firsthand experience with the license renewal process and associated compliance and fire audits with City personnel. Further, one of the stores I manage provided delivery services for medical customers for a period of time, and I understand the operational challenges associated with compliantly standing up a new license type. |
| 6. Why would you like to serve on the Cannabis Board? What do you hope to accomplish? | I'm interested in serving on the Cannabis Licensing Advisory Board because I want to serve my community with my knowledge of and skills in the cannabis industry. I chose to make Boulder my home, and I want to ensure the future of Boulder's cannabis industry is protected while also preserving the health and safety of our unique community and culture. |
| 7. Potentially, what are the greatest challenges facing the Cannabis Board with regard to current social issues relating to cannabis, i.e. underage use, safe consumption, odor complaints, etc. | The greatest challenge facing the CLAB with regard to current social issues relating to cannabis is safe and lawful consumption. As emerging industries enter our state (i.e. psychedelics and hemp-derived THC, such as Delta 8), consumers will face increasing confusion about the safety, efficacy, and derivation of said products. The cannabis industry (which only uses traditional Delta 9 THC) has strict regulatory standards and testing requirements intended to protect the health and safety of consumers and the general public. CLAB members will need to understand these emerging industries and make recommendations to City leaders about how to educate the public on how to differentiate these products and safe consumption of these products. |
| 8. Please disclose any personal, business, or friends or family connections to the cannabis industry that you may have. | My only connections to the cannabis industry are through my current role as a Dual Store Manager for two licensed cannabis retail stores in the City of Boulder. |
| 9. Please disclose any personal, business, or friends or family connections to the health or education field that you may have. | I do not have any personal, business, friend, or familial connections to the health or education field in Boulder, CO. My mother-in-law is a midwife outside of the state. |
| 10. What is your understanding of the role of this board? Do you have any objections to the use and/or sale of cannabis? If so, please explain. | My understanding of the role of this board is to oversee advisory and licensing duties for cannabis businesses in the City of Boulder. The CLAB is tasked with promoting the community's interests and values in the local regulation of marijuana and hemp while supporting business interests and upholding public health and safety. The CLAB also makes advisory recommendations to the City Council and City Manager for new cannabis policies. Further, the CLAB's licensing duties may include granting or refusing new and renewal applications to operate cannabis businesses in Boulder. |

11. How would you explain and/or defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision?

The CLAB is made up of diverse perspectives meant to represent the varying viewpoints of Boulder's residents. It is unlikely that the Board will reach a consensus on all topics. Board decisions that reflect diverging opinions demonstrate that these topics are not black and white, and therefore require thoughtful collaboration, active listening, and an openness to understanding perspectives different than our own. Though a decision of the Board may not appear "right" to any given individual, it is likely the appropriate decision to balance the entire community's desires.



February 3, 2023

To Whom it May Concern:

On behalf of Native Roots Cannabis Co., this letter is to confirm that Kyle Kraft is an employee of Native Roots, which is licensed and operating in the City of Boulder as Boulder RX, LLC dba Native Roots Boulder, and The Dandelion, LLC dba The Dandelion. Mr. Kraft is authorized to represent the company on the Boulder Cannabis Licensing Advisory Board (CLAB).

For additional questions, please contact legal@nativerootsdispensary.com.

Respectfully,

DocuSigned by:
Jon Boord
4832F1E1B59549E...

GROWN *with* LOVE

Jon Boord, CEO

NATIVEROOTSCANNABIS.COM



Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 25, 2023 4:29 pm
1061513639

| | |
|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 40 Cannabis Licensing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Nov 2017 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|------------------------|
| Name | Penny Friedberg |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Professor of Nutrition |
| Place of Employment / Retired | Retired |
| Gender | W Woman |

Standard Questions

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| 1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative? | <p>I have an MBA and an MS in Nutrition and Integrative Health. I retired in December 2022 from teaching graduate students in Nutrition. I am currently in my sixth and final year of being on our HOA board in South Boulder. I am on the DU OLLI curriculum committee and teach at OLLI Boulder.</p> <p>I have been on a number of non-profit boards over the years, including as president.</p> |
| 2. Have you had any experience(s) with this Board or the services it oversees? | <p>I have not had any direct experiences with this board. As a nutritionist, I do understand the physiological functions and the effects of substances on the body.</p> |
| 3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. | <p>We had a major issue with one of our board members on our HOA. We were being sued by one of the residents and this board member spoke directly to the resident which created an issue both legally and within the board. Working closely with the president of the board we came up with a plan to calm the board member and have this person realize the problems that were exacerbated by their behavior.</p> |
| 4. List all potential conflicts of interest you might have with respect to the work of this board. | <p>I can not think of any conflicts of interest I might have with the work of this board.</p> |

Cannabis Licensing Advisory Board

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| 5. Have you had any experience(s) with any similar Board or cannabis policy setting, cannabis licensing, or cannabis enforcement? | <p>We have set many policies since I have been on our HOA board. I took the lead with another board member for re-writing our governing documents and our Rules and Regulations for the HOA.</p> |
| 6. Why would you like to serve on the Cannabis Board? What do you hope to accomplish? | <p>I am interested in contributing to the Boulder community. As I am in my last year on our HOA board, I want to serve on another local board. I plan to contribute my skills and knowledge from the health and education world to the Cannabis Board.</p> |
| 7. Potentially, what are the greatest challenges facing the Cannabis Board with regard to current social issues relating to cannabis, i.e. underage use, safe consumption, odor complaints, etc. | <p>I would expect that issues with underage consumption would be a challenge. In addition, being as certain as possible as a board that any decisions that are made have taken into account potential future issues that could arise.</p> |
| 8. Please disclose any personal, business, or friends or family connections to the cannabis industry that you may have. | <p>I do not have any connections to the cannabis industry.</p> |

9. Please disclose any personal, business, or friends or family connections to the health or education field that you may have.

I retired from teaching at the Maryland University of Integrative Health (MUIH.edu). As we had shifted to online teaching around 2014 I could continue to teach after moving to Boulder in 2017. Most of my connections to the field of nutrition are on the east coast.

As I have been chair of the Health and Wellness curriculum committee for Boulder OLLI, I have met many local professionals in the medical and health community. I do not know of any that are directly connected to the cannabis industry and truthfully, I have not asked.

10. What is your understanding of the role of this board? Do you have any objections to the use and/or sale of cannabis? If so, please explain.

My understanding of the main roles of the board is to promote the Boulder community's interests in the local regulation of cannabis and be aware of any future issues that might occur; to advise the city council and city manager on cannabis issues and policies; and to approve (or not approve) licenses for medical or recreational businesses. I do not have any objections to the use and/or sale of cannabis to adults. I also think that prescribed use by medical professionals to children in some circumstances (i.e., cancer) is OK as well.

11. How would you explain and/or defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision?

Simply that we as a board have made as informed decision as possible and support our work as a group and back up with the points that we have discussed and evaluated (if not confidential).

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 17, 2023 3:52 pm
1058398519

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|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 40 Cannabis Licensing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 1994 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------------------|
| Name | Thomas Kunstman |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Physician - semi-retired |
| Place of Employment / Retired | University of Colorado Boulder |
| Gender | M Man |

Standard Questions

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

I am a physician with decades of experience in the health field. I have been chair of the Cannabis Licensing and Advisory Board for much of the past 3 years of my tenure on the board and often get very positive comments on how I run the meetings with attempts to make discussion fair and equitable for all participants, including members of the public. I have attended the trainings offered by the city on how to serve on a board. I serve as the chair of two other boards currently related to research on campus and quality of care in the Boulder Valley (health) Care Network. I have attended many sessions on ethics and how to participate on a board

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

As stated above, I have been chair of the Cannabis Licensing and Advisory Board for much of the past 3 years of my tenure on the board. I have learned more than I could ever have anticipated regarding the many issues facing the introduction of Cannabis in Colorado and how to expand access safely and equitably.

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

This happens often monthly as the makeup of the board includes two voting and one non-voting participants from the industry and others who were appointed to the board to represent concerned parents and citizens. The industry participants feel others oppose all forms of cannabis and the latter feel the industry representatives are only interested in profits. This makes for some lively discussions. It is sometimes challenging but constant reminders of the ground rules always help, to treat others with as much respect as they would hope to feel from others.

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

I don't believe I have any at this time.

Cannabis Licensing Advisory Board

5. Have you had any experience(s) with any similar Board or cannabis policy setting, cannabis licensing, or cannabis enforcement?

As stated above, I have been chair of the Cannabis Licensing and Advisory Board for much of the past 3 years of my tenure on the board. I have learned more than I could even anticipate regarding the many issues facing the introduction of Cannabis in Colorado and how to expand access safely and equitably. We have delved into all of the issues regarding Cannabis policy setting, cannabis licensing and cannabis enforcement as well as many more.

6. Why would you like to serve on the Cannabis Board? What do you hope to accomplish?

I feel we have made significant headway addressing some of the key issues and would like to see them through to their advancement of recommendations to city council as well as being able to tackle new tasks.

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| 7. Potentially, what are the greatest challenges facing the Cannabis Board with regard to current social issues relating to cannabis, i.e. underage use, safe consumption, odor complaints, etc. | <p>All of those issues listed above are important, as well as following rules set forward by the state. Many contentious issues have arisen during our discussions about hospitality establishments.</p> |
| 8. Please disclose any personal, business, or friends or family connections to the cannabis industry that you may have. | <p>I don't believe I have any at this time, other than those friends I have made now since I have been on the board.</p> |
| 9. Please disclose any personal, business, or friends or family connections to the health or education field that you may have. | <p>I am very involved in the health and health education field but am for the most part retired, so it does not include any direct financial interests.</p> |
| 10. What is your understanding of the role of this board? Do you have any objections to the use and/or sale of cannabis? If so, please explain. | <p>I have no objections to the use and/or sale of cannabis, but believe it is the role of this board to ensure safety, especially protecting our most at risk populations, our children, teens and young adults. The human brain is not fully developed until about age 25 and it has been shown in many studies that the risk factors are different for those that are not adults with potential long-term consequences.</p> |
| 11. How would you explain and/or defend a decision of the Board to friends, neighbors and community members if you were challenged about a decision? | <p>I have had to do this regularly and I try to use facts that are known as well as describe my understanding of public perceptions of the process. I regard all of those opportunities as a two-way street - to learn from the other person while trying to explain my thought processes.</p> |

Boulder City Council

2023 Boards and Commissions

Appointment Guide

Design Advisory Board

Council Action Requested:

Seat #2 - Appoint member for 5 year term through 3/31/28, must be a design professional

Seat #3 - Appoint member for 5 year term through 3/31/28, must be a design professional

Current Members:

| | |
|------|--------------------|
| 2026 | Matthew Schexnyder |
| 2025 | Brendan Ash |
| 2024 | Todd Bryan |
| 2023 | Rory Bilocerkowycz |
| 2022 | Lauren Folkerts |

Occupation:

| |
|--|
| Architect |
| Architect |
| Mediator\Facilitator\Trainer\Teacher |
| Architect |
| Architect/HMH Architects and Interiors |

Status:

| |
|---------------------|
| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Resigned 11/16/2021 |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 10, 2023 1:06 pm
1055792634

| | |
|---|---------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 6 Design Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Feb 2015 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------------------|
| Name | Rory Bilocerkowycz |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Architect |
| Place of Employment / Retired | Surround Architecture, Inc. |
| Gender | M Man |

Standard Questions

| | |
|---|---|
| 1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative? | Professional 5-year architecture degree, Architecture license in state of CO and NM, working experience as architect for 13.5 years, recently completed my 5 year term as a BDAB member (vice-chair) - this is my re-application for a second term. |
| 2. Have you had any experience(s) with this Board or the services it oversees? | Yes, I'm completing my 5-year term as vice-chair. This is a re-application for a second term. |
| 3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. | On BDAB we often have disagreements during design reviews. Its important to let each member communicate their position and opinions, ensure they are adequately captured in the meeting minutes, and to acknowledge that a difference in opinion is not uncommon nor unacceptable. It demonstrates the complexity of some issues and the subjectivity relative to these reviews. Its important for the applicant and City staff to hear these differing opinions when they arise, to paint a more clear picture of the advising board's guidance. |
| 4. List all potential conflicts of interest you might have with respect to the work of this board. | Professionally I work on architecture projects within the City of Boulder city limits. There may be times where a project that I am involved with could be up for a DAB review. |

Design Advisory Board

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|--|---|
| 5. What is your experience in urban design? Please include any experience with urban designer practice, teaching, developing or administering urban design policies, etc. | Professionally: I have worked on several projects from single-family, multi-family, public schools and commercial restaurants/office spaces within significant urban context. Volunteer: As a DAB member for the last 5 years I have participated in many design reviews impacting urban design within the City of Boulder. |
| 6. What is your experience in architecture, including practice and/or knowledge of building design, | 13.5 Years practicing in the private sector. 5 years on DAB. |
| 7. What is your experience in site design and landscape architecture, including the practice and/or experience integrating these aspects into building design? | As lead designer, project manager, and project architect in my professional career, I am often at the helm for coordinating comprehensive project design and construction. This typically includes significant site design, site planning and landscape/civil design coordination and management. |

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

Each body has a differing "appropriate" roll to serve based on their unique mission statements or founding principals. DAB specifically is not a quasi judicial board, meaning DAB provides design reviews in an advisory capacity only. Planning Board and Landmark have roles that expand to providing decisions and approvals for applicants. These boards work together, under the guidance of City Staff to cohesively review the unique nature of varying project types and provide feedback and approvals suited to each board to help better ensure a thoughtful and well designed contribution is provided to the City.

9. How do community issues around housing, sustainability, density, energy, etc. inform your outlook on DAB's role in reviewing and shaping the built environment?

My professional education and experience, along with the various documented goals and agenda of the City are the lens with which I review projects submitted before DAB. Affordable housing is a monster of an issue that constantly requires attention and review, sustainability and energy conservation have been adopted as core values of our profession and the City's development standards, and density is a project and context specific component that must be reviewed on a case-by-case basis. All of these items are the pillars of good urban design and architectural design, and should be specifically addressed in all reviews by DAB

Form Name:
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Boards & Commissions Application
January 30, 2023 9:04 pm
1063200473

| | |
|---|---------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 6 Design Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 1996 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|----------------------|
| Name | stephen eckert |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Architect |
| Place of Employment / Retired | Caddis Collaborative |
| Gender | M Man |

Standard Questions

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

I have a undergraduate degree in Urban Studies and Architecture from Columbia University and a Masters of Architecture from the University of Colorado. I currently work for Caddis Collaborative and previously taught for Architecture at the CU Boulder for almost 20 years while running my own residential practice. I spent five years as a Commissioner on the BHP board during Betsy Martin's tenure. I have traveled to over 30 countries and spent one year traveling with my family seeing the amazing things that work (or don't) all over the world.

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

I have not served on this board, but as an architect I have been involved in the design community and shaping Boulder's built environment. It is critical that we leave a legacy of great design that is not only functional, but beautiful.

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

While working on the BHP board, I got to be involved in a number of contentious projects that the board disagreed on. BHP's Housing first project on North Broadway had supporters and antagonists. Board members were in disagreement on how best to deal with the level of public disagreement. I found myself realizing that honest and straightforward dialog with other commissioners and the public was the most effective way to guide the process. Some members felt it was best to minimize our interaction with particularly angry neighbors. I felt the opposite and was effective at listening, but also engaging in a Socratic dialog to drill down to the root of the opposition, which was fear of the unknown. The project is a huge success and none of the neighbors fears ever materialized.

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

I don't currently have any projects that are due to be review by this board. If I do in the future, I would of course recuse myself and let a colleague in my office present the project.

Design Advisory Board

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

My undergraduate degree is in Urban Studies. As an architect I have extensive experience in both planning and architecture. As a former adjunct instructor at CU, I sat in hundreds of reviews of student work that was often exploring issues of urban design. In graduate school and for a few years after, I worked for the Northeast Denver Housing Center, a non-profit, that focused on urban infill projects. I worked for 4 years with Wolf Lyon Architects on numerous "New Urbanist" projects including the holiday neighborhood. I feel very comfortable with discussing ideas that can improve a project and I'm passionate about rolling up my sleeves and collaborating. Having been on the other side of regulatory processes, I understand the need for transparency and efficiency.

| | |
|---|--|
| 6. What is your experience in architecture, including practice and/or knowledge of building design, | <p>I have been a licensed architect for over 20 years. I have worked on all scale projects, both residential and commercial. My expertise is in mass and scale and how to integrate new architecture into existing patterns. Americans traditionally look at integration as "mimicking" the existing fabric, anyone who has traveled to Europe understands that the key is in complimentary design, reinforcing mass and scale, and effectively using materials.</p> |
| 7. What is your experience in site design and landscape architecture, including the practice and/or experience integrating these aspects into building design? | <p>I have extensive experience working on site design of neighborhoods. This includes early work on t(e Poplar house project, right through currently managing the Ponderosa redevelopment project. I have never thought of planning, landscape design, and building Design as separate disciplines. The best work integrates all three into a cohesive solution. It's is frustrating when Landscape budgets are reduced, when often the spaces around the building is equally important.</p> |
| 8. What is the appropriate role of public bodies such as DAB, Planning Board, and Landmarks Board in the design of buildings? | <p>Public bodies role should be to make a project that comes through the review process better. It is not their role to stymie or slow the process down, but actively do everything to guide the applicant in the best direction. They should offer solutions, not merely point out deficiencies. The best work around the globe is a collaboration between the public and private sector. A public body should take the enthusiasm that an applicant brings to a project, and expand on it. Boulder can and should be a beacon of innovation, creativity, passion and a vibrant urban fabric. Fear can be replaced with optimism. If we think of a world class city like Barcelona, ask ourselves what's stopping us from having that level of commitment to design? Brooklyn built its fabric with a lower standard of living than Boulder has now- we need to reignite then design community and come out from under fear based thinking.</p> |
| 9. How do community issues around housing, sustainability, density, energy, etc. inform your outlook on DAB's role in reviewing and shaping the built environment? | <p>Housing is critical to sustainability. We can find creative ways to add density without changing the character of our City. ADU's come to my mind. We also need to favor the use of durable and long lasting materials, before we look at energy systems that maybe obsolete in 10 years. Brick and stone have never become obsolete. My outlook is very much informed by my experience of seeing amazing beautiful public spaces that are dense and uplifting to the human spirit. I very much feel DAB's role is to sit down and collaborate with the design community and forge a vibrant future. Beauty is sustainable, humans always protect and cherish the things we love. Our community has gone off track being afraid to tackle the issues above without retreating in petty squabbles. We need big ideas rooted in the seeds of the things we cherish and we need to step up unify the public and private sector to make these things happen. We are all on the same team!</p> |

Boulder City Council

2023 Boards and Commissions Appointment Guide

Environmental Advisory Board

Council Action Requested:

Seat #2 - Appoint member for 5 year term through 3/31/28

Seat #4 - Appoint member to 1 year unexpired term through 3/31/2024

Current Members:

| | |
|------|---------------------|
| 2027 | Amanda Groziak |
| 2026 | Carlos Villanueva |
| 2025 | Brook Brockett |
| 2024 | Miriam Hacker |
| 2023 | Michael SanClements |

Occupation:

| |
|--------------------------|
| Environmental Consultant |
| Software Engineer |
| Student |
| Environmental Engineer |
| Scientist\Author |

Status:

| |
|---------------------|
| Occupied |
| Occupied |
| Occupied |
| Resigned 10/12/2022 |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 11:35 pm
1063231805

| | |
|--|----------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 8 Environmental Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2016 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------|
| Name | Alexandra Bothwell |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Scentist |
| Place of Employment / Retired | Solid Power |
| Gender | W Woman |

Standard Questions

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

I completed my Ph.D. in physics in which I researched, developed, fabricated, and characterized solar cell devices for targeted efficiency improvements. Following my Ph.D., I worked as a postdoctoral researcher at the National Renewable Energy Laboratory on the characterization and simulation of multiple photovoltaic technologies. I transitioned into my current role as a scientist at Solid Power to research and develop all-solid state batteries for electric vehicle applications to accelerate the transition to net-zero carbon emissions. I have expertise in research, analysis, and results synthesis with a complementary skillset in clear and effective written and verbal communication. I have served as a reviewer for scientific publications, conference applications, and science fairs and am adept at evaluating studies on the quality of the methods, data acquisition, analyses, and results.

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

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

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

As a graduate student I shared a fabrication system with other graduate students, post-docs, and research scientists. Disagreements arose about imbalances in system access and perceived mistreatment of the system that caused downtime for other users. I determined that the crux of the conflict originated from individuals feeling as though their work was not a priority and not respected by others. Therefore, the most effective solution I found was establishing consistent communication between users about the status of the system and individual requests for extensions or reductions in fabrication time. This was bolstered by the institution of a user signup schedule and a set of mandatory system checks and maintenance actions to maintain the health of the system and access to all users.

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

I do not have any potential conflicts of interest with respect to the work of this board.

Environmental Advisory Board

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

The main environmental issues facing Boulder in the next five years are wildfires, pollution, water scarcity, and flooding. A balance between examination of successful methods or reputable ideas and knowledge of our community's needs is required to prioritize and address these issues. The Board can make recommendations to the City Council based on research of successful approaches in other cities, states, or countries, complemented by Boulder community feedback. City Council's engagement with other boards will also highlight ways to prioritize different issues. For example, the Water Resources Board will have overlapping issues such as water scarcity with the Environmental Advisory Board. In such a case, said problem may be more effectively addressed because it is approached by a wider set of perspectives stemming from two boards.

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

Boulder's solar power initiative discusses residential and commercial new-build requirements, rebate programs, and incentives but does not include information about solar field installation or community solar array prospects. Because solar arrays have the lowest levelized cost of electricity (compared to commercial and residential installation), this option should be at a minimum acknowledged in the solar initiative (even if just to state if it is limited in Boulder), or even better, an outline for how Boulder can establish a community solar array. Fort Collins has demonstrated success with a community array as well as high demand for participation. I recognize that space is typically a constraint in Boulder, therefore discussion of where a community array would be placed would be required. One location that could be well-suited for such an array is a section of the previous dog voice and sight field between US 36 and Cherryvale: the field has been closed since the Marshall Fire and City Council may be able to provide insight into whether there are plans to reopen it for voice and sight dog access or if it is available for alternative use.

7. How should the city increase its effectiveness in achieving its goals related to environmental sustainability and resilience?

The city could increase its effectiveness in achieving its sustainability and resilience goals by making individuals realize the severity of climate change impacts and inspiring them to recognize that they can make an individual positive impact. In the last few years, individual task paralysis combined with recognition that corporations dominate greenhouse gas production has made many feel hopeless about the impact one can have as an individual. Instead, if individuals can be made to feel more hopeful about combating climate change, the community as a whole will transition to supporting more sustainability initiatives, making sustainably-minded personal choices (like bussing or biking), and supporting businesses that do the same.

8. Climate Action has become one of Boulder's top priorities. What ideas do you have for action the city should take to both stabilize climate and prepare for the impacts of climate change, particularly for those in our community most vulnerable to its impacts? What role should the EAB play in the decision-making process about the city's climate action strategy?

Stabilization of the climate is not a straightforward problem. It would require significant reduction in traffic (commuter traffic being of high import in Boulder, and would require better public-transit incentives via lower prices or route connections), reductions in water usage (city-imposed restrictions on lawn watering or better advertising of the xeriscaping incentives), and increased utilization of renewable energy sources.

To prepare for the impacts of climate change, one seemingly straightforward thing the city could do is set up better emergency notifications via text alert (wildfires, floods, high AQI). During the 2021-2022 wildfires it was difficult to figure out where evacuation zones were, where pre-evacuation zones were, and where to access that information. Automatic enrollment of Boulder city residents in such an alert system could reduce some confusion and panic. I recognize that this is not always straightforward when the emergency spans city lines, but as a Boulder city resident I felt unnervingly uncertain about what evacuation level my residence was in during the wildfires. Alongside this, an alert system for the unhoused population in Boulder would also be required so that those without a permanent address are also notified of evolving emergency situations.

The EAB should play the role of well-informed advisors, discussion holders, and community member resources. The board members should have knowledge of problems, prioritizations, and potential solutions that they can discuss with City Council and community members while also providing suggestions for action.

Form Name:
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Boards & Commissions Application
January 30, 2023 5:25 pm
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| | |
|---|----------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 8 Environmental Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Oct 2009 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------------|
| Name | Michael SanClements |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Work Phone | |
| Occupation | Environmental Scientist |
| Place of Employment / Retired | NEON/Battelle/CU Boulder |
| Gender | M Man |

Standard Questions

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

I hold a BS in Resource Conservation, a MS in Soil Science, and a PhD in Environmental Science. I have led national and international consortiums and scientific societies guiding decision making processes across many members. I have published over 45 peer-reviewed scientific publications related to carbon, water, natural climate solutions, etc. I have also authored a book on sustainability and plastics. I manage a team of 12 PhD and MS level scientists at the National Ecological ObservatoryNetwork. I also have several graduate students at CU.

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

I have been a participating member of the EAB in Boulder for the last 5 years and currently serve as Chair.

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

I find that encouraging open dialogue and a checking with members who have not had a chance to speak creates an atmosphere which can head off much conflict before it becomes problematic. In instances of conflict I find that there is usually a slice of shared opinion which can serve as a starting point for negotiations, but that it requires careful listening from a leader who is quick to rephrase those points for both parties to see that they do have some common ground. In the more rare cases where this is not the situation, it is the leader's job to capture all sides opinions and ensure discussions remain collegial.

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

None.

Environmental Advisory Board

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

I see our environmental challenges in two categories-- distal and proximal. The distal challenges originate outside Boulder and to a large degree are in their totality beyond our control. An example being the challenges of climate change on our city--potential for reduced snowpack and summer drought or conversely the higher potential for spring flood events due to rain on snow events and more dramatic temperature changes--and of course, wildfire. These could be addressed by promoting our city as a leader and educator in low carbon living and plans to mitigate and be resilient in the face of change. We may in doing so inspire other cities to follow suit and buffer ourselves from some of the deleterious effects. The proximal challenges are ones which originate here. Two that come to mind are the wise management of our increasingly popular and overcrowded trail system and the generation and disposal of waste, particularly plastic waste in our communities. It's often helpful to build a matrix when making recommendations for prioritization. We should consider creating a list of challenges broken into proximal and distal categories and then evaluate these based on difficulty, cost to address, local and regional impact when addressed. This may provide an overarching framework for these decisions.

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

I recommend the city moves forward with a multifaceted urban heat island mitigation study that includes assessments of numerous elements of natural (e.g. urban canopy) and infrastructure (e.g. roadways, buildings) and work toward defining and implementing a holistic mitigation plan to be implemented.

7. How should the city increase its effectiveness in achieving its goals related to environmental sustainability and resilience?

I believe the most powerful thing the city can do to increase its effectiveness in environmental and sustainability issues is to focus on tangible benefits to its residents. For this reason I have continually been a proponent of urban heat island work in the city. I see addressing such issues at a city level as key to ensuring safety and quality of life. Furthermore, mitigation can be accomplished at the local level and benefits felt by residents which generates goodwill towards local governmental bodies. I would continue to encourage the Board and city to focus on such topics and results whenever possible.

8. Climate Action has become one of Boulder's top priorities. What ideas do you have for action the city should take to both stabilize climate and prepare for the impacts of climate change, particularly for those in our community most vulnerable to its impacts? What role should the EAB play in the decision-making process about the city's climate action strategy?

I think the city should focus on pushing for systemic change when possible by partnering with other municipalities and by pushing for change at the state level. This should be done in tandem with local and effective measures of mitigation and resiliency that reduce climate impacts for local residents and lessen our footprint and contributions to change.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Housing Advisory Board

Council Action Requested:

Seat #1- Appoint resident to unexpired 1-year term through 3/31/2024

Seat #5 - Appoint resident to 5-year term through 3/31/2028

Current Members:

| | |
|------|-------------------|
| 2027 | Philip Ogren |
| 2027 | Julianne Ramsey |
| 2026 | Michael Leccese |
| 2025 | Daniel Teodoru |
| 2024 | Juliette Boone |
| 2024 | Terry Palmos |
| 2023 | Jennifer Livovich |

Occupation:

| |
|---|
| Software Engineer |
| Student |
| nonprofit executive director |
| Attorney |
| Human Resources\Talent Acquisition Consultant |
| Real Estate |
| Student |

Status:

| |
|--------------------|
| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Resigned 9/27/2022 |
| Occupied |
| Resigned 6/17/2022 |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 3:25 pm
1063110874

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 38 Housing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Nov 2007 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------|
| Name | Anna Pavlenko |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | GIS Analyst |
| Place of Employment / Retired | Contract worker |
| Gender | W Woman |

Standard Questions

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

I have volunteering experience in Safe house, low income community.

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

No.

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

N/A.

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

N/A. Living in affordable housing?

Housing Advisory Board

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

Yes, to be more involved in decision making process.

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

N/A

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

Habitat for humanity - due to COVID situation - a lot of people lost stable jobs and still do not have it. Need less requirements for 2 years of stable Income to apply for program.

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

Yes.

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

To give more application for low income people.

10. Do you rent or own your residence?

Rent

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Unique ID:

Boards & Commissions Application
January 7, 2023 5:35 pm
1054761519

| | |
|---|-----------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 38 Housing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jul 1996 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---|
| Name | Karen Klerman |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Banker specializing in commercial real estate finance |
| Place of Employment / Retired | First National Bank of Omaha (FNBO) |
| Gender | W Woman |

Standard Questions

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

I have a MBA from Wharton (University of Pennsylvania) with a concentration in real estate and I been a banker specializing in commercial real estate finance for 30 years. For the past 18 months I have been on the Board of Boulder's Shelter for the Homeless. Prior the Shelter, I served 10 years on the Board of Boulder Housing Partners. I also served a 5 year term on Boulder's Downtown Management Commission. In addition, I am very active in CU Real Estate Center and on on their International Advisory Board.

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

As a long time resident of Boulder who is involved in both housing related boards and the real estate community I am aware of housing related challenges facing the City and the County of Boulder as well as the region and the nation. I recognize that local housing issues are complicated by numerous factors including: supply and demand, zoning, ordinances, finances, and NIMBY.

I have known Michael Leccese for decades while involved with Urban Land Institute, and have have a professional relationship with Terry Palmos.

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

I served on a board where the executive director and the chair of the board each declared an ultimatum that they would resign if they had to work with the other. Rather than pick sides and pursue this "all or nothing" scenario, the other board members developed a compromise position that involved coaching, a liaison to buffer the interactions between the two individuals, a commitment to clarify roles and responsibilities, and a timeline for next steps and a reassessment. This diffused the situation so that neither individual had to resign and both "saved face".

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

I am a banker who finances commercial real estate developments throughout the metro areas. I sit on the Board of Boulder Shelter for the Homeless and was recently appointed to Better Boulder.

I will recuse myself if a situation arises where there might be a perceived conflict of interest.

Housing Advisory Board

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

Serving on the Housing Advisory Board will permit me to apply my knowledge and experiences to help solve the housing challenges within my community. Volunteering is a rewarding way to "give back" to Boulder - which is my home.

While on the Board I want to accomplish the following: develop solutions to improve affordability, diversity, and accessibility, educate residents to the complexities of housing, and help the City attain its goals thereby becoming a model for other municipalities (since affordable housing is a national problem).

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

Three top priorities include:

1. Middle income housing - to ensure that working families can live in Boulder and their children can attend our great schools. Boulder should not be a place where only the rich or those with subsidized housing can live.
2. Promote a greater variety of housing types: Boulder housing is predominately single family residences and apartments, yet there is a demand for smaller units (like condos, townhomes, and patio homes) for first time homeowners or seniors wanting to downsize. There is also a need for less expensive rental product that might include tiny homes, micro units, and SROs. In addition, some individuals might benefit from a group living situation with a private bedroom but shared common areas. One size does not fit all - so variety could contribute to solutions.
3. Investigate processes to determine if a more streamlined approach to entitlements, renovation, construction, approvals, permitting etc can save time and money so that new housing does not take so long to become reality.

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

Currently the City of Boulder has a goal for 15% of all homes to be affordable for low, moderate, and middle income households by 2023. I would recommend that the percentage be increased and that it be divided into various groups. For example, maybe the goal is increased to 20%. And within that 20% total, there are different percentage allocations for various AMI's, and/or targets for specific populations (families, seniors, disabled) . This will ensure that the affordability goals benefit a greater diversity of residents.

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

Personally I am fortunate to have purchased a house in Boulder in 1998 and have had a steady income to cover my family's living expenses.

But serving on the BHP and Shelter board make me realize how important it is to have a stable housing where the costs are in line with your income. Homelessness puts a financial burden on the community including emergency medical costs, policing of encampments, and incarceration, as well as public health issues for individuals. Similarly the high cost of Boulder means that people need to commute far distances to their jobs, or spend a disproportionate amount of their income on housing. Boulder's diversity is diminished because of the high costs of housing.

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

I would suggest a multi-pronged approach that focuses on financial solutions (tax credits, vouchers, grants, subsidies), streamlined processes (faster entitlements, permitting, etc), changes to zoning that facilitates/permits a greater variety of housing types and size's, and a better way to address NIMBY to ensure that a neighborhood cannot prevent a development that is for the benefit of the community.

10. Do you rent or own your residence? Own

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 19, 2023 4:10 pm
1059276852

| | |
|---|-----------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 38 Housing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Apr 2004 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|------------------|
| Name | Karin Hoskin |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Business Manager |
| Place of Employment / Retired | Caddis P.C. |
| Gender | W Woman |

Standard Questions

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

I have lived in Boulder (in a permanently affordable home) for 18+ years. I am college educated, community oriented and interested in hyper-local politics. I have spent the first half of my adult life working in the medical field, then shifted to working in the business world both in the non-profit and for-profit oriented businesses. I have excellent communication skills and am skilled in critical thinking. I have served as a board member on several professional boards that had varying degrees of formality.

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

I observed the challenges this board had when first formed as it searched to identify its purpose and set attainable goals. It's been exciting to watch as they 'found their groove' and as they have been making impactful recommendations to the city council regarding housing in Boulder.

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

Mothering. I do not mean to sound glib, but that is truly when my conflict resolution real life training began as I assumed a matriarch role in a larger family. Most recently I served on an ad-hoc committee working with my community's HOA BOD to revisit a twenty year old CC&R policy regarding short term rental of units within our subdivision. This topic was/is fraught with emotions. After many months of surveys, conversations, facilitated meetings, talking circles and numerous drafts of a new policy, we are well on our way of having created something that all 91 community members can agree upon.

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

I do not believe I have any conflict of interest, though it should be said that I am a Housing First advocate and my street outreach volunteer work with TGTHR (youth homeless shelter) reminds me weekly that I believe that housing is a human right.

Housing Advisory Board

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

I have such a varied background and the ability to consider things from different perspectives, that I believe I would be of benefit to the board. I would love to do my part in identifying housing issues, evaluating potential solutions including researching what is being done elsewhere around the state in across the nation. Ultimately I would like to see an increase in housing options in the City of Boulder.

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

Dedicate attention to the missing middle housing: increase the density, encourage walkable neighborhood development, consider mixed use; allow more townhomes, stacked flats, fourplexes, cottage clusters...build communities (replicate the Holiday Neighborhood!)

Take action to create one of several 'solutions' to homelessness in Boulder: a sanctioned encampment or Safe Lots or another 'Bluebird' project.

Consider how Boulder can best take advantage of Proposition 123 funds and how to allocate it.

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

I think it's well past time to consider occupancy reform. As an Executive Director emeritus of the Cohousing Association of the US I have observed many types of intentional communities across the nation, people thriving in smaller or shared spaces. In a city that includes many large homes, it seems to make sense to allow six unrelated people live legally in a 2000 square foot four bedroom home (for example).

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

I have always been housed, though currently with 'assistance'. My husband and I worked career jobs serving the people in the city of Boulder as paramedics but couldn't afford to purchase a market rate home to raise our family without participating in the City's Permanently Affordable program. There are many benefits to the program, though as we become empty nesters we realize we are a part of the missing middle. We are no longer needing a larger house, but are unable to move to something smaller because we would no longer qualify for assistance, and do not have the equity to purchase something else.

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

Topics during the Housing Colorado conference a few months ago emphasized the need to allow different housing types in single family home zoned areas, allow duplexes or triplexes, stacked flats. Consider changes to land use maps allowing projects like Boulder Junction to move into Phase 2 and do it so successfully that it can be replicated.

10. Do you rent or own your residence? Own

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 7, 2023 12:00 pm
1054701834

| | |
|---|-----------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 38 Housing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2001 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------|
| Name | Kathleen Kryczka |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Rec Center/Teacher |
| Place of Employment / Retired | City of Boulder |
| Gender | W Woman |

Standard Questions

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

I have Master's Degrees in Multicultural Education, Art & Art History with an emphasis on feminist international film, and an graduate Certificate in Women and Gender Studies. I have Bachelors degrees in Communications Film Studies and Communications and a minor in Business Administration. I have also had extensive work experience in higher education, including student housing, and

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

I am an owner in the Boulder Affordable Program and have made countless suggestions to the program managers. For example, I brought to the attention that the HOA checklist was inaccurate and that the Capital Improvement Policy was discriminatory against those with disabilities. I would like to continue to play this role but in a more formal manner.

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

Working in student housing, conflict came up daily, particularly with parents calling on behalf of their student. As a group, our department had to work together to facilitate and trouble shoot all concerns brought to our attention, particularly those relating to health and safety.

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

I have applied for board service to the city before and was rejected and not told I hadn't been selected even though I interviewed (approx. 2008).

Housing Advisory Board

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

I would like to add my voice to the advisory board as I would bring a feminist perspective, someone who has disabilities, multicultural experience, and had a long career in the director's office of student housing at the University of Colorado Boulder; I feel with my extensive experience would help to get a different lens on current housing policies and practices. I would like to work with the committee to really dig down and explore what is going on relating to "affordable" housing in this city, as well as housing, period.

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

- 1.) Address disability related issues as they relate to the Affordable Housing Program;
- 2.) Address the need for stronger enforcement measures within the city's Affordable Housing Program and/or a relaxation/change in some of the rules and policies;
- 3.) Address the city's problematic position on addressing the HOA issue related to Affordable Housing.

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

The Affordable Housing Program: The program is a misnomer--as a recent Daily Camera article guest column asserted, the "affordable housing" program is really an "affordable mortgage" program because HOAs in the city are exorbitant and frequently funds are mismanaged which adds to the stress. The program states that affordable owners need to be accountable just like market rate owners, however, they don't allow the same privileges of homeownership such as being able to rent your unit out as needed as one example.

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

I have had the blessing of always having a home, including a car that I lived out of in Australia. I have lived in three countries in addition to the U.S. as well as different kinds of housing in Colorado and Illinois -- house, apartment, condo. The most trouble I've ever had in any living situation, in any country, is living in a condo that I own with an HOA that is not functioning properly. This relates to resources being wasted (for example, water gauges not set on HOA buildings wasting precious water), as well the raw fact that the properties the city holds in its inventory are not being maintained by negligent HOAs thus this compromises owners' safety as well as the value of these properties.

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

I believe a review of the budgets, grants, etc., as well as revisit current models of mixed-use developments, particularly as they relate to affordable housing. I believe a diversity of committee member backgrounds would be most useful.

10. Do you rent or own your residence? Own

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 9:30 pm
1063205528

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|---|-----------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 38 Housing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jul 2020 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|--------------|------------------|
| Name | Nicholas Hartman |
| Email | |
| Home Address | |
| Home Phone | |
| Gender | M Man |

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

I have a multi-disciplinary professional background that includes experience across various sectors, including energy and climate, government and public policy, management consulting, and healthcare. You can see my full resume on LinkedIn at <https://www.linkedin.com/in/hartmannick/>.

My most relevant professional experience for serving on HAB is the two years I spent as a policy advisor to a United States Senator, Democrat Tom Harkin of Iowa, from 2011 to 2013. In that role, I was responsible for a portfolio of issues including housing, transportation, and economic development. I served as our office's primary liaison to HUD, collaborating with HUD staff on a range of issues including Section 8 housing vouchers, the Low Income Housing Tax Credit (LIHTC), funding for senior housing projects, expanding homeownership programs for low- and middle-income families, and supporting transitional housing programs for homeless populations. On transportation policy, I helped lead an effort to increase funding for bus systems in federal legislation, and advocated for Iowa to receive its fair share of HUD grant money, including Community Development Block Grants, to help build sustainable, transit-oriented communities.

From a personal perspective, two of my immediate family members rely upon public housing resources that make it possible for them to afford to live in Boulder. First, my mother has lived in a BHP-managed senior housing community for the past several years. I was closely involved in her application process, working with BHP staff to help her comply with eligibility requirements. I've also observed firsthand a range of challenges she has faced living in the community, including safety and maintenance concerns.

Second, my sister is a long-time user of a Section 8 housing voucher. She is a single mother with a long-term disability that prevents her from working full time. As a result, the voucher has been essential to allowing her and her daughter to continue living in Boulder despite rising rents. On the other hand, I've also observed the challenges and frustrations that voucher recipients often have to deal with. In my sister's case, she has heightened sensitivity to mold and on multiple occasions has been forced to move apartments due to mold contamination. The rules and regulations associated with the Section 8 voucher undoubtedly made it more difficult for her to quickly remove herself from unhealthy housing situations.

Taken together, I believe my professional experience working on federal housing policy combined with my family's real-life experience in Boulder will allow me to add immediate value to HAB's work.

Lastly, since moving to Boulder in mid-2020, I have participated in the following volunteer and community service activities:

-Age Well Advisory Committee

(<https://bouldercolorado.gov/age-well-advisory-committee>)

- Land Use Table and Standards Working Group, City Planning and Development
- Boulder Shelter for the Homeless (Dinner server)
- Meals on Wheels Boulder (Meal delivery)

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

While I've observed several of HAB's public meetings, I have not interacted directly with the Board. My interest in joining is driven primarily by my desire to help address the range of challenges that Boulder faces with regards to housing. The Boulder housing market is extremely challenging for low- and middle-income families, as rental prices and property values increase at rates that far exceed growth in median incomes.

I am especially concerned about the lack of affordable housing suitable for older adults. While Boulder has major housing affordability and access challenges across all age groups, it is especially severe for older adults. While the community has made major investments in senior housing, the need for additional units will only grow in the coming years. I became acutely aware of this issue while serving on the Age Well Advisory Committee.

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

I've worked in multiple companies, both large and small, with colleagues who inevitably had a diverse range of viewpoints and opinions. On many occasions, I've led or managed projects with a goal to implement change or launch a new program. To be successful in these initiatives, I had to forge consensus and achieve buy-in from co-workers that often disagreed about the right approach. In these situations, I took several actions to be successful.

First, it's critical to always listen carefully and attentively to the perspectives of colleagues, even if they disagree with you. I've found that the act of acknowledgment and recognition of another's opinion can help defuse tensions. Second, I always try to establish a common set of facts on a topic to serve as a foundation for building consensus and mitigating conflict. Lastly, displaying empathy and understanding is critical for overcoming differences within a group. This can help build trust and mutual respect among group members, which are critical ingredients for compromise.

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

To my knowledge, I do not have any conflicts of interest with the work of HAB. If that changes, I will immediately disclose the potential conflict to the Board's chairperson. If appropriate, I will also recuse myself from work on the relevant issue, based on the advice of other members of the Board. I would hope that other Board members would adopt a similar approach.

Housing Advisory Board

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

I hope to provide support and guidance to HAB in whatever way is needed. I believe that my professional and personal background will allow me to contribute useful insights and help solve complex problems facing the Board, the City Council, and the community.

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

As much as possible, HAB should support the City Council's efforts to implement the housing-related items on its list of top 10 priorities for 2023. While all of the priorities are important, I believe the following items warrant special attention and engagement by HAB.

- Middle-income housing down payment assistance pilot: The persistent and rapid rise of property values in Boulder makes it increasingly difficult for middle-income families to buy a house. If the trend continues without intervention, then Boulder will eventually become a "high-income only" community. To avoid this outcome, in 2019 Boulder voters authorized the city to spend up to \$10 million on programs to help middle-income households purchase homes. The down payment assistance pilot is a critical first step in carrying out this mandate. Implementing this program will inevitably be a complex and multifaceted undertaking. My hope is that HAB can help provide useful support and guidance to the city and its external consultant during the pilot, and ultimately help lay the groundwork for successful rollout of a full-scale program in future years.

- Zoning changes to support affordable housing: Boulder's ability to build new affordable housing is constrained by the amount of usable land available to accommodate new construction. While geography is one contributing factor, so are Boulder's zoning rules. This regulatory framework is a reflection of a past version of Boulder that no longer exists - one where clearer divisions between residential, commercial, and industrial areas were acceptable and appropriate. However, the housing affordability crisis justifies revising zoning rules to enable more mixed-use developments and expansion of residential zoning areas.

I joined the Land Use Table and Standards Working Group in September 2022 because I wanted to better understand this important issue, and play a role in supporting positive change. If chosen to join HAB, I will continue to be actively engaged in this issue. I'm pleased that the City Council made this issue one its top priorities in 2023

- Homelessness day services center: Homelessness is a challenging issue in Boulder, and there are likely no "magic bullet" solutions that will address the concerns of all interested parties. However, I believe the creation of a day services center will be a major step forward.

First, a day services center would broaden the range of services available to homeless individuals. As a current volunteer at the Boulder shelter, I've observed first-hand that the shelter is not designed to provide the type of holistic support services and resources required to help individuals permanently escape homelessness. A day services center, similar to the Murphy Center in Fort Collins, would supplement existing resources with services including case management, employment support, addiction counseling, and mental health support.

Second, a day services center could help to address common concerns

among community members that the homeless population contributes disproportionately to problems such as property crime, violent crime, drug use, repeat incarceration, and misuse of public spaces.

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

Boulder's Affordable Homeownership Program is a critical part of the city's middle income housing strategy, and will serve as a foundation for the down payment assistance program. However, there may be opportunities for improvement. For example, my understanding is that homeowners in the program are not shielded from increases to HOA fees. Over time, these fees can increase significantly and reduce the affordability of the property. In some cases, the HOA fee may exceed the monthly mortgage payment. There may be mechanisms the City could explore to help ameliorate this issue for current and future homeowners.

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

Before moving to Boulder, I lived in East Coast cities for almost 15 years. I lived in Washington, D.C., from 2003 to 2013, a period of rapid population growth and decreasing housing affordability. Despite concerted efforts by city planners and the local housing authority to increase the number of affordable units, there was still a major outflow of low- and middle-income residents - mostly African American families with a multi-generational history in the city - out of the urban core into distant suburban and exurban areas far from employment centers.

More recently, I lived in New York City from 2015 to 2020. The city has a remarkable legacy of investment in affordable housing, including the construction of tens of thousands of public housing units after World War II. Unfortunately, a history of mismanagement and under-investment now threatens a large portion of the affordable housing stock at a time when demand continues to surge.

Living in these cities and observing these broader trends has helped to shape my views about affordable housing and the critical role that local, state, and federal governments must place to help correct failures in local housing markets. Perhaps the biggest lesson I've learned is that there is no single solution that will solve an affordability crisis. Instead, it requires a multi-pronged approach over many years and a willingness to deploy both conventional and unconventional policies and programs. Furthermore, it requires a recognition that trade-offs will always exist, and policy actions will often create winners and losers.

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

I believe that further revisions to zoning rules to accommodate more Accessory Dwelling Units (ADUs) may be warranted, and I support the City Council's decision to include the issue among its top priorities for 2023. While ADUs are not suitable in all cases and neighborhood impacts must be considered carefully, they are another "tool in the toolbox" that could have a meaningful impact on the supply of housing in boulder.

10. Do you rent or own your residence? Rent

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 25, 2023 7:22 pm
1061557607

| | |
|---|-----------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 38 Housing Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Mar 2022 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|------------------|
| Name | Yvonne Durbin |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Impact Investing |
| Place of Employment / Retired | LISC |
| Gender | W Woman |

Standard Questions

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

I currently work for Local Initiatives Support Corporation. We are a non-profit Community Development Financial Institution, focused on affordable housing and economic development. I currently oversee a number of programs focused on wealth generation and racial equity in the small business space. Before joining LISC, I worked specifically on Opportunity Zones and trying to help municipalities use them to solve affordable housing and other issues. I am familiar with LIHTC, NMTC, and other real estate related tax credits and am an expert in using Opportunity Zones to generate private investment in affordable housing. My work revolves around community development and I'd love to contribute to Boulder in this capacity. I have a Master's Degree in Development Economics and International Finance. I have served on my graduate school Women's Network board as Finance Chair in the past. I am relatively new to Boulder and I am looking for ways to become more involved in the community and contribute to positive development and smart decision making moving forward.

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

I have not had experience with this Board. I first learned of this opportunity through the Boulder Reporting Lab's e-newsletter.

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

I used to live and work in Rwanda, working for an agriculture microfinance organization. I managed a team of 20 compliance and accounts payable professionals. One of the managers reporting to me was having trouble with a member of her team. He was not receptive to feedback and was performing poorly. She was having trouble communicating his performance issues to him. I organized a meeting between the three of us to discuss the performance and communication issues and create a performance improvement plan moving forward. I have learned through managing teams and leading groups that communication is key. Group members often have different communication styles to manage. It is important to give everyone an opportunity to speak their minds, even those that are shy and less likely to speak up. These group members contribute valuable ideas, but sometimes need to be asked specifically if they have contributions to make.

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

I manage a program that investments in Minority-owned small businesses in the state of Colorado. This should not represent a conflict of interest to this board.

Housing Advisory Board

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

I hope to provide a new voice to the Housing Advisory Board. I moved to Boulder from Washington, DC and have worked in and around the affordable housing space for a few years now. I bring a fresh perspective to the city and would like to balance short and long term priorities for the city. I would like to advocate for Boulder in federal and state housing and funding conversations and have participated in similar discussions in the past.

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

1. Housing the unhoused
2. Creating workforce housing in Boulder
3. Housing preservation

I chose these priorities because I believe they represent some of the most pressing needs I have seen in our community. There are a growing number of unhoused people, and a more permanent solution needs to be found to provide sustainable housing options for those people. Separately, people are being priced out of the communities they live and work in. People who live in currently affordable locations are seeing pressure to leave those houses. People who work in Boulder are having trouble affording to live in the city and therefore have to commute much further to work. These housing pressures need urgent attention to ensure the city continues to be livable for a diverse set of people going forward.

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

I'd like to re-look at the H2O loan program. Boulder housing prices are skyrocketing - the shared appreciation model can result in the city making out really well on home sales via this program. Because homeowners can end up owing a large amount back to the city, especially if they sell in only a few years, these program may feel punitive to homebuyers. The appreciation and therefore the repayment should be capped at a level, such that homeowners can retain more of the appreciation. This will enable them to buy another home with the proceeds of their home sales and will still leave the city with an upside on their investment.

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

In 2020, I lived and worked remotely from a 500 SF apartment with my then partner. This small apartment became home and office for two people for two years. I learned an appreciation for how much can be done with a very small space, and gained a desire to move to a more affordable location such that we could have more space. Living and working in such small quarters creates relationship strains that I have much more understanding of now.

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

ADUs, tiny homes, and changes to zoning laws on numbers of unrelated occupants in a home are all options to create a diversity of housing types and more affordable housing. In Germany, living communities and affinity groups are common place. People are able to search databases of apartments based on criteria like shared interests and traits. People can then find like-minded people to live with. These communities are similar to finding roommates, but are more community focused and therefore more manageable for older adults as well as younger. Creating community living arrangements can accelerate affordable housing options, as long as the spaces are zoned for and large enough to accommodate such communities.

10. Do you rent or own your residence? Rent

Boulder City Council

2023 Boards and Commissions

Appointment Guide

Human Relations Commission

Council Action Requested:

Seat #3 - Appoint resident for 5 year term through 3/31/28

Seat #4 - Appoint resident to 1 year unexpired term through 3/31/24

Current Members:

| | |
|------|----------------------|
| 2027 | Carlos Valdez |
| 2026 | Christine Chen |
| 2025 | Jean Hilaire Rejouis |
| 2024 | Lindsey Loberg |
| 2023 | F kir Yacob |

Occupation:

| |
|---------------------------|
| Produce Assistant Manager |
| consultant |
| Lead Technician |
| Program Director |

Status:

| |
|--------------------|
| Occupied |
| Occupied |
| Occupied |
| Occupied 3/31/2023 |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 3:30 pm
1063112946

| | |
|---|---------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 10 Human Relations Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Nov 2007 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------|
| Name | Anna Pavlenko |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | GIS Analyst |
| Place of Employment / Retired | Contract worker |
| Gender | W Woman |

Standard Questions

- | | |
|---|---|
| 1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative? | I have volunteering experience in Safe-House for Nonviolence, low income community. |
| 2. Have you had any experience(s) with this Board or the services it oversees? | Yes. |
| 3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. | N/A> |
| 4. List all potential conflicts of interest you might have with respect to the work of this board. | Living in affordable housing. |
-

Human Relations Commission

- | | |
|--|---|
| 5. List the significant human relations and civil rights challenges facing the Boulder community. What might the HRC do to meet these challenges? | To represent rights of immigrant more disregarding their nation of origin. |
| 6. Why would you like to serve as a commissioner for Human Relations? What do you hope to accomplish? | More involvement in decision making process. |
| 7. How can the HRC increase community involvement in city government, particularly with regard to people who belong to under-represented groups? | To stay on protecting rights of theses people by regular meetings and events. |
| 8. Have you completed diversity or anti-bias training? If so, please specify. | No, but I want to do so. |
-

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 2:40 pm
1063091818

| | |
|--|---------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 10 Human Relations Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2017 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|--------------|-------------|
| Name | Fikir Yacob |
| Email | |
| Home Address | |
| Mobile Phone | |
| Gender | W Woman |

Standard Questions

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

As a reapplicant for the Boulder Human Relations Commission, I bring experience from my previous term as a board member from 2022-2023. During my time on the board, I've strengthened valuable interpersonal skills, such as listening closely to community members' presentations and proposals, asking insightful questions, and providing constructive feedback to help improve their impact on the community. I also learned the process of allocating funds to support community initiatives. I am grateful for the opportunity to work with and learn from my fellow board members. I am eager to continue positively impacting the Boulder community and further develop my skills as a commissioner. Other skills I possess that make me a suitable fit include, Adaptability and flexibility, ethical decision-making, and integrity.

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

As a member of the Boulder Human Relations Commission, I have been honored to serve on the board for almost a year now. During my tenure, I have had the privilege of attending several events funded by the HRC, including the MLK Day celebration in Louisville. The HRC is a dedicated group of individuals who are committed to promoting equality and justice for all residents of Boulder. This unwavering commitment to inclusivity and fairness is what motivates me to continue serving on the board and working towards a better future for our community.

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

While in my last semester of college in 2022, my entrepreneurship class had assigned a heavily weighted group project that required the team to come up with a new product for any given market. With this broad direction, different members had different ideas on the direction the project should take. One member wanted to focus on a certain aspect while another wanted to take a different approach. The disagreement was causing tension among the team and impacting productivity.

To resolve the conflict, I facilitated a team meeting where everyone was given an opportunity to express their opinions and concerns. I actively listened and asked clarifying questions to understand each perspective. Then, we worked together to identify common goals and areas of agreement. Based on those shared goals, I helped the team brainstorm and prioritize different options.

Ultimately, the team was able to come to a compromise and agree on a unified direction for the project. I emphasized the importance of collaboration and open communication to ensure that the disagreement wouldn't happen again in the future.

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

I anticipate minimal conflicts of interest among board members as we share a common goal. Due to our varied backgrounds and experiences, some differences in sensitivity may arise in decision-making regarding the allocation of funds and time. However, as long as we acknowledge the importance of working together, we can achieve our objective of enhancing social conditions and safeguarding human rights.

Human Relations Commission

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

Housing: The HRC can begin by advocating for fair housing policies and addressing gentrification. The Affordable Housing Program in Boulder provides housing options for a diverse population. The HRC can support applicants by promoting the program during events and hosting events that will help families fill out the application.

Diversity: The HRC can host and/or fund events to foster community among different groups. Supporting immigrant rights organizations and promoting immigrant integration.

Diversity Education: The HRC can fund diversity training opportunities for the public to increase awareness and knowledge. As well as providing diversity and cultural sensitivity training for city employees.

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

As a passionate advocate for human rights, I am eager to serve as a commissioner for the Boulder Human Relations Commission. My goal is to create a community where everyone is valued and respected, regardless of their background or identity. I believe that every individual deserves to live, work, and thrive in a city that supports their well-being, and I am committed to working towards this goal in Boulder. I hope to play a role in advancing the city's reputation as an inclusive and supportive home for all, including marginalized groups. By working together, I believe we can create a brighter future for everyone in Boulder.

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

Outreach and engagement: The HRC can actively reach out to under-represented communities through community events, town hall meetings, and other public forums to gather input and feedback.

Community Partnerships: Partnering with local community organizations that serve under-represented groups can help the HRC better understand their needs and concerns and increase involvement in city government.

Social media and digital platforms: Utilizing social media and digital platforms can help the HRC reach a wider audience and provide a convenient way for people to get involved in city government.

Language access: Providing materials and meetings in multiple languages can help ensure that non-English speaking communities can participate in city government.

Encouraging representation: Encouraging under-represented groups to apply for positions on boards and commissions, and providing leadership training and support, can increase their representation in city government decision-making.

Education and awareness: Offering educational programs and workshops to educate under-represented groups about the role of city government and how they can get involved can increase their participation and empowerment.

8. Have you completed diversity or anti-bias training? If so, please specify.

Yes, I was a Resident Advisor from 2018 - 2022 at CU. I have completed the following training.

"CU: Discrimination and Sexual Misconduct - CU Boulder and System"

"CU: Campus Security Authority"

Boulder City Council

2023 Boards and Commissions Appointment Guide

Landmarks Board

Council Action Requested:

Seat #3 - Appoint member for 5 year term through 3/31/28, must be architecture, historic preservation or urban planning professional

Seat #4 - Appoint resident to 1 year unexpired term through 3/31/24

Current Members:

| | |
|------|--------------------|
| 2027 | Chelsea Castellano |
| 2025 | Abby Daniels |
| 2025 | Ronnie Pelusio |
| 2024 | William Jellick |
| 2023 | John Decker |

Occupation:

| |
|--------------------------------|
| Sustainability Program Manager |
| Former non-profit Director |
| Architect and Planner |
| Photographer |
| Self Employed Consultant |

Status:

| |
|-------------------|
| Occupied |
| Occupied |
| Occupied |
| Occupied 3/1/2023 |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 26, 2023 1:58 pm
1061857818

| | |
|---|----------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 11 Landmarks Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | May 1982 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-------------------------------------|
| Name | John Decker |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Architect |
| Place of Employment / Retired | Independent Construction Consultant |
| Gender | M Man |

Standard Questions

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

Besides current membership on this board I have the following qualifications. I am a licensed Colorado Architect with a Masters of Architecture from U. of Colorado. I have worked in both public and private situations as both an academic and practitioner and have dealt with multiple issues of Historic Preservation. I have served on other Boards and task forces in this and other cities and served as a design and policy consultant with a focus on urban design and preservation in the context of urban design. As an academic I served as a faculty advisor to students seeking certification in Historic Preservation and am currently involved in preservation craft for restoration projects of various scales.

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

I am a current member, having served one term and am fully familiar with the Board's code basis and procedures.

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

Disagreements in Board discussion are not frequent but they have occurred. One example was a case where a synthetic replacement material was being considered on new construction in a designated historic district. My approach was to listen carefully to all sides in the dispute. Having some technical familiarity with the material I stated what I knew to be correct and helped push the discussion to a motion, which passed. Subsequent to vote we all agreed to table further discussion of the material until a retreat or other opportunity to develop a policy regarding its use on Historic structures.

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

I have no current conflicts of interest. One potential conflict would be if a current project of mine came before the Board, at which point I would simply recuse.

Landmarks Board

5. What has historic preservation in Boulder achieved in the City's development to date? What opportunities does historic preservation present going forward?

Since inception the program has done a great deal to preserve selected character-giving components of Boulder's History and urban fabric. Multiple districts have been created and significant singular structures have been designated and preserved. Much of the focus has been on 19th and early 20th century architecture. Going forward using the 50 year rule brings us to the architecture of the post-war period and the early 70's. These styles and forms are not as immediately recognized as having historic value, and this creates a challenge for their preservation. The opportunity lies in recognizing that many examples of this in Boulder were somewhat experimental in design exploration and materiality. Preservation and continued use of some of this building stock can be difficult as they can have flaws in energy performance and material craft. Thus preservation may require different sets of incentives and more material, system upgrades to save them and sustain their usefulness. There also needs to be more public outreach and education about the value of Landmarking, to garner community support and commitment to the City's preservation program.

6. Currently, incentives for historic preservation include State Tax Credits and flexibility on certain regulations. What other potential incentives, if any, should be provided for work on historic properties?

These types of incentives are useful up to a point but there are instances where it is a financial hardship or otherwise difficult to induce preservation of an entire site or structure. Ideally some form of financial support such as grants or loans could be developed to validate mandated preservation in certain circumstances. Possibly a more hybrid approach to preservation itself that defines the features or portions of a building that have the most historic value or that represent the major historic character and then to offer that these be saved in return for allowing more partial removal or alteration of the rest of the structure or site. A challenge we face is to hold an equilibrium between property rights and the need for buildings to be updated and changed to allow continued usefulness, and the desire to preserve and restore the whole of a building.

7. The Landmarks Board has the responsibility to enforce the Historic Preservation Ordinance, regarding designation of new landmarks, review of changes to designated buildings and demolition review for buildings over 50 years old. Other City goals, including environmental sustainability, transportation, and housing, often interface with historic preservation. How would you reconcile these sometimes competing objectives?

These situations are challenging and will most likely become more so and more complex as consideration of housing availability and resilience increases in the face of increased climate-change and economic impacts. My approach to this is to look at the set of issues on any one property hierarchically, with environmental and life-safety goals at the top of the stack. It is in many cases possible to achieve preservation of the historic resource in some synthesis while also achieving the goals of flood and fire safety and improved environmental performance and expansion allowing for repurpose of the building in a contemporary context.

8. Landmarks Board members have the responsibility to make criteria-based decisions. Provide an example of when you've had to navigate subjective and objective guidelines and regulations.

In the practice of Urban Design and Architecture I have frequently had to use, interpret, and apply guidelines and do so from a clear-set of relatable criteria. I have also been involved in developing and authoring both Guidelines and Development Standards for both Public and Private clients and have always advanced these efforts from a set of either written or visualized form-based criteria. As a Board member I have learned to state the criteria basis of my decisions and to rely on a constant set of agreed-criteria to insure fairness and proper consistency of my (our) decision-making

9. 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 read multiple trade/technical and architectural publications on a continual basis. Among them are Architectural Record, The Architects Newspaper, Dwell, and the Journal of Light Construction. The most recent book I have read is "Beyond Heart Mountain" by local author and friend Alan O'Hashi, about the history of families with Japanese ancestry in the west, principally growing up in post WW II and post interment America. As a Board member I have attended roughly two Historic Preservation group conferences a year at National and Local levels. And as a professional Architect I have to maintain 12 units of Continuing Education and I frequently select offerings which focus on issues of environment and preservation. In that a major focus of my architectural career has been in the area of Urban Design I tend to understand most everything I do in the framework of the community and its broader urban context.

10. Since there are specific and considerable time commitments for Landmarks Board members, we want to be very clear about these responsibilities. Are you able to make the required monthly time commitment of 16-24 hours per month? This consists of: a) a monthly Landmarks Board meeting (the first Wednesday of every month starting at 6:00 p.m. and typically goes to 10:00 p.m.) b) a weekly Landmarks Design Review Committee meeting (Wednesdays from 8:30 a.m. to 12:00 p.m. – rotating with other board members), and c) time for reading, research, and staying in touch with what is going on (typically via email/phone calls).

As a current member I have a record of demonstrated commitments to the time and attention this Board requires. Additionally, during my term, I served as Board chair for two years and freely accepted that magnification to those time requirements. I have also served on various sub-committees and accepted to participate in site visits and interaction with members of the Public under Board review. I understand the value of this Board's work for the community and will be available as required.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Library Commission

Council Action Requested:

Seat #3 - Appoint member for 5 year term through 3/31/28

Current Members:

| | |
|------|--------------------|
| 2027 | Sylvia Wirba |
| 2026 | Benita Duran |
| 2025 | Scott Steinbrecher |
| 2024 | Steven Frost |
| 2023 | Jane Sykes Wilson |

Occupation:

| |
|----------------------------------|
| Attorney |
| Project Leader |
| university program administrator |
| Professor of Media Studies |
| Communication Director |

Status:

| |
|----------|
| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 24, 2023 6:54 pm
1061124585

| | |
|---|-------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 12 Library Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Oct 2019 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|----------------|
| Name | Elizabeth Gold |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Atty |
| Place of Employment / Retired | SRS Acquiom |
| Gender | W Woman |

Standard Questions

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

I graduated from a liberal arts college that had a phenomenal library. When I first lived in a Boulder in the late 1990's, I became a patron of the Boulder libraries and CU's Norlin Library (I took college classes for fun while working at NCAR). I continued to use and enjoy libraries during law school and while practicing law.

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

I have not had any experience with a Boulder library Board.

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

I lived in a mountain community outside of Boulder and was part of the HOA. The residents had widely different opinions about all sorts of issues, including treatment for invasive weeds, stocking fish in a pond, signage and noise. Some residents believed the opinions of certain residents mattered more than others. I was involved in facilitating discussions amongst residents and reaching consensus on the issues mentioned above. My experience in this situation, and in similar situations in my work, is that transparency is important, people need to have an opportunity to feel heard, and diverging views can be articulated in news ways in order to help people understand alternative perspectives.

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

I am not aware of any conflicts of interest.

Library Commission

5. Please describe your participation in other community organizations. How has your involvement in the community led you to applying for the library commission?

I have volunteered at my kids' schools, for sports teams with national participation and at senior living facilities with a therapy dog. I enjoy being part of community organizations that affect my family and me. I obtained my first Boulder library card in 1994 when I moved to Boulder after graduating from college and I am proud that my kids' obtained their first library cards at the same library. When I was a child, my mom would drop me off at the Asheville library, where it was safe for me to experience the library alone for hours. I loved reading old newspapers on microfiche, looking at periodicals, reading classic literature, and generally being able to read the works of, and learn about, writers I was curious about, such as T.S. Eliot, Sylvia Plath, Walt Whitman, and Kurt Vonnegut. The library is where I learned about the world. Now that my kids are older, I want to be part of the library system in Boulder as it grows and changes.

6. Considering a review of docs related to the Master Planning process, what are your thoughts about the decisions and plans?

I am excited about the vision in the Master Plan. I agree with the sustainability goals and the goal to promote awareness of library programs and services. believe in the Boulder library system and I hope to see it become a resource that is embraced by the diverse groups in our community.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills. In your advisory role, what is your vision for the future of our library?

It would be great to see the library system collaborate with other City departments, and with local schools, especially as technology advances. Public outreach is huge in terms of highlighting access and encouraging use of the library by existing and new patrons. Head start programs could introduce children, and their families, to the library system at a very early age. As the library system grows, more community events could take place at its facilities.

8. In the upcoming year, the library will begin its transition into a district. Please share an experience you have had with organizational change and what you would like to contribute to this process.

Early in my legal practice, I worked with special districts, some at the inception stage, and some on an ongoing basis, so I have experience with inception and governance of special districts. In my legal practice, I have worked with many companies during and after organization change. The majority of my work experience has been in corporate law and mergers and acquisitions, where I often had an opportunity to advise clients on, and strategically plan in advance for, organizational changes. That is an ideal situation. I also worked with clients who did not adequately prepare for organizational change. This experience would inform me well in analyzing and advising with respect to the changes facing the library system and new district.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 10:48 am
1062975411

| | |
|---|-------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 12 Library Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 1977 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|------------------------|
| Name | Miriam Gilbert |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Publisher |
| Place of Employment / Retired | Rosen Publishing Group |
| Gender | W Woman |

Standard Questions

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

I have spent the last few weeks consulting with friends and colleagues from the business and North American library communities, including a former Library Commissioner, about this complicated moment in public discourse about the role of public libraries, and the creation of the Library District at this crossroads. I have been working/collaborating with school and library communities my entire professional life. Most recently as an educational publisher, I have worked with public, state, provincial, and national libraries. The goal is always to support healthy communities and life-long learning. As with all service, the challenge and call to action is molded by the needs of the particular community served. This is both obvious, and can be extraordinarily difficult. Building trust and empathy through active listening and respectful collaboration are key.

I have lived in Boulder for over 4 decades, worked across the publishing industry, built successful book and information divisions, pioneered digital publishing products in K12 education, and established life-long connections across the US and internationally. Working cross-culturally, whether Alaska or Iowa, Singapore or the Virgin Islands, I have approached opportunities with humility, gratitude, and business acumen. The through line is supporting the library and community's definition of success.

And while I have worked globally, I have been committed to giving where I live--whether on the Casey Middle School Parent Council; the board of Congregation Har HaShem; or committee work/volunteering with EFAA. My guiding star is to facilitate neighbors helping neighbors in service of creating vital Boulder communities.

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

As noted above, I have been "joined at the hip" with libraries--academic, public, school--my entire career. While I have no direct experience with the Boulder Library Commission, I am well acquainted with making hard choices in terms of staff/programs/collections/budget. It is not possible to go forward on all fronts--everything, everywhere, all at once--and as in all complex organizations it is imperative to balance enthusiasm, expectations, with realistic deliverables.

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

As a leader and committee member, excessive ego is toxic. How do we approach difficult/contentious issues with optimism and an open-mind. Our body politic has a hardening of the categories, and no one is served by this. The Board of HHS had to wrestle with the decision to purchase the adjacent property to the "main" building. Do we expand our footprint and what would be the consequence of debt v constraints on an expanding membership? The synagogue leadership, including the Rabbi, the Board, and the congregation were all included through months of meetings; focus groups; and finally a congregational vote. This process was at times contentious, but once the decision was reached my role as a Board member was to support the will of the group. It is impossible to agree all of the time, but there is no excuse (or time) for bitterness or acrimony once decision/consensus is reached.

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

I have no conflicts of interest. I do not work directly with BPL, nor does my employer Rosen Publishing, at this time.

Library Commission

5. Please describe your participation in other community organizations. How has your involvement in the community led you to applying for the library commission?

I care deeply about libraries as engines of literacy to create an informed citizenry; as places to cultivate curiosity and ignite learning. I have invested my professional career working with librarians and educators to achieve this goal. I am committed to the work of creating healthy communities. In Boulder, and nationally, libraries are at a crossroads and subject to mounting pressure and scrutiny. Libraries and librarians long considered "the most trusted brand" are accused of being pedophiles and groomers. While this assault on First Amendment rights has not taken hold in Boulder, it would be naive to think it won't. It certainly has in Weld and Larimer Counties. However it would also be naive to think that any public institution is above scrutiny.

Working with the Emergency Family Assistance Association, the county's oldest non-profit, I support some of our most vulnerable families and children. It takes enormous courage for participants to walk through EFAA's door to seek assistance. EFAA is a welcoming place for families, as the Library, a major public institution, should be. But the Library is not now, and there is work to be done. While we wrestle with meth/fentanyl issues state and nation-wide, we also accept responsibility of keeping Library spaces safe for patrons and staff. We must continue the deep conversations about the Library as a welcoming space where children and teens can use the facility without parents worrying for their safety and security.

6. Considering a review of docs related to the Master Planning process, what are your thoughts about the decisions and plans?

Much has happened in the world, and the Boulder community, since 2018. The Master Plan is a living document, and it is serious business to review what is an aspirational document through the lens of current realities. Working with other social service agencies, cultural institutions, and schools is a force multiplier for the Library and all collaborators in the circle. What is the Library's unique contribution that is not duplicative? And what is a Public Library in 2023 as we experience the changing nature of public institutions--including schools and Libraries. What are service models from award-winning Libraries we can adapt? And as much as we love books and knowledge acquisition, we must give the same enthusiasm to public safety and security. The problems BPL are facing are being felt across the country and there are models for safety and security, as well as delivering social services within the walls of the Library (ie, DPL), we can consider and learn from.

NB: At LibLearnX, the ALA Governance Institute hosted its inaugural program with workshops on critical issues related to effective governance, beginning with a focus on strategic communications and financial analysis and stewardship.

7. The Boulder Public Library balances traditional definitions of library services with innovation around informal learning, collaboration, literacy and 21st century skills. In your advisory role, what is your vision for the future of our library?

With strong headwinds, but extraordinary financial support from voters, we can make the Library the heart of our community. But the heart of our downtown is ailing. Anyone who drives by the Band Shell or walks the pedestrian paths knows this. The voters did not agree to significant taxes just to have a place to check out print books or download content from Overdrive. In large and mid-sized urban areas, and as population moves to more affordable and livable locations, the Central branches of Libraries are often outpaced by Branches that can localize programs and collections. How will the LD move beyond the constraints of space so it can serve "the underserved." Thinking of the new North Boulder branch, how can the Library collaborate with EF&AA, located on Yarmouth, with expertise in working with a broad range of participants that would expand the skills and cultural competency of Library staff.

The focus group documents that informed the Master Plan are old and need serious update to chart the course of the LD. Just restoring staff and services to pre-pandemic levels does not speak to a nimble, forward-looking organization. All businesses and institutions are wrestling with these issues. The LD needs to do same.

I welcome a conversation about "21st century skills," what these are in 2023 with Chat GPT taking hold of news cycles and the imagination, and how the teaching and competence with technology tools (and an understanding of their limitations) will benefit multi-generational range of patrons, including a discussion of information literacy.

8. In the upcoming year, the library will begin its transition into a district. Please share an experience you have had with organizational change and what you would like to contribute to this process.

In my professional life, I have helped build multiple publishing houses; helped guide organizations through changes in ownership; have made decisions about expansion and contraction of staff and concomitant programs. I have worked in start-ups as diverse as Westview Press and netLibrary being tasked to do much with modest resources. The transition to the Library District comes with significant fiduciary responsibility and accountability. No small part of this, is demonstrating with transparency to Boulder's residential and business communities that increased property taxes with no end date, passed by narrow margin, is the right decision for the city. The selection process and oversight the LD Trustees going forward needs definition. Negotiating the intergovernmental agreement between the City and the LD will be the major work upcoming. We have examples of BMOCA, the Dairy, and Chautauqua to guide Council and Trustees.

To whom much is given, much is required.

Thank you for considering my application. I look forward to the ongoing conversation and next steps.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Open Space Board of Trustees

Council Action Requested:

Seat #3 - Appoint member for 5 year term through 3/31/28

Current Members:

| | |
|------|-------------------|
| 2027 | Jon Carroll |
| 2026 | Michelle Estrella |
| 2025 | Caroline Miller |
| 2024 | David Kuntz |
| 2023 | Karen Hollweg |

Occupation:

| |
|--|
| CTO |
| CFO |
| |
| Environmental planner, Natural resources manager |
| Educator |

Status:

| |
|----------|
| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 2:05 am
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| | |
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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 13 Open Space Board of Trustees |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 2007 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------------|
| Name | Brady Robinson |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Director of Philanthropy |
| Place of Employment / Retired | Freyja Foundation |
| Gender | M Man |

Standard Questions

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

I have many years of professional experience relevant to serving on the OSBT. My roles have included 11 years as executive director of Access Fund, founding board president of Outdoor Alliance, executive director of Conservation Alliance, and years working on major conservation projects in Chile and Argentina through Tompkins Conservation and Freyja Foundation, my current employer. I am currently on the Honnold Foundation and Open Boulder boards and am an advisor to the Civil Conversations Project. I have previously served on the Action Committee for Eldorado board and Outward Bound Peacebuilding.

Over my career, I have worked with state, federal, and local agencies on many land use and conservation issues. Notably, I worked with the Obama administration and the Bears Ears Inter-Tribal Coalition on the Bears Ears National Monument designation. I was also party to a lawsuit to protect the monument during the Trump administration. I learned many lessons during this multi-year process!

In 2017, I was a member of the Public Participation Working Group (PPWG) and gained many insights into the strengths and challenges of public engagement in Boulder. We worked to support a fundamental shift in Boulder public processes by "changing the culture of public engagement and utilizing a comprehensive decision-making process to enable community members to play the appropriate roles in partnership with the City of Boulder." In 2012, I gave a TEDxBoulder talk (<https://vimeo.com/57179265>) on recreation and the future of the conservation movement. Even though it is over ten years old, I believe this talk is still relevant to some of the issues the OSBT oversees.

I hope these experiences and others will enable me to be an effective member of the OSBT.

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

My first experience with OSMP planning and public processes was at a public meeting during the West TSA process. I remember how intense and passionate people were. And angry. I later participated in the North TSA process, specifically focusing on the North Sky Trail. In 2021, I wrote a letter to OSBT regarding parking on Flagstaff Mountain. In addition, I have had numerous conversations with OSBT members on various issues over the years.

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

During the formative years of Outdoor Alliance, I worked with the national organizations that represent hiking, climbing, mountain biking, backcountry skiing, and boating to find common ground on major national legislative and administrative issues. There were some very heated debates, especially between mountain bikers and hikers. Ultimately, it was clear to everyone that we were stronger working together than working against each other. We learned to have vigorous debates in an appropriate time and place, resolve our differences (or, in some cases, agree to disagree), and move forward with a common voice and policy platform. I think these dynamics also play out in Boulder. I pride myself on being friends with people who disagree with me. There is no reason for Boulder politics to reflect the corrosive divisions we see at a national level. In fact, there is every reason for Boulder politics to look nothing like that! Citizens who work in good faith can and should engage in discussion and debate and remain friends or at least be friendly throughout the process. I'm not naive - it is a fact that sometimes things won't go how people want. But if the process is fair and transparent (see <https://bouldercolorado.gov/media/7645/download> for the five core values and principles of good public engagement from the PPWG), people are more likely to accept the results.

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

I don't believe I have any conflicts of interest as per the following definition: "a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity." As a resident of Boulder, I will, of course, personally benefit from a well-run and managed Open Space system. However, my motivation to join the OSBT comes from a desire to serve the public interest and support OSMP.

Open Space Board of Trustees

5. What are the greatest challenges facing the Open Space Board of Trustees and the Open Space and Mountain Parks System? What policy changes, if any, would you like to see as a member of the Board?

I don't presume to know what policies I would suggest changing at this moment. Policy changes should always be taken with great care - I've seen many examples of well-intentioned policies and initiatives gone awry. I see increased visitation, climate change, and wildfires as some of the most significant and timely challenges facing the OSMP system.

6. Which, if any, recreation, conservation or other open space related stakeholder groups do you belong to or associate with and how has that shaped your thinking about the open space system?

Given my 11 years at Access Fund, I have been closely associated with the climbing community for many years. As a founding board member of Open Boulder, I have also been engaged in open space issues with other community members. I have learned that working to find consensus is the best strategy. Adopting a winner/loser mentality promotes such thinking in the community and undermines public support for management policy. Management issues are almost always more complex than they first appear. Scientific data and transparent public processes are essential to good policy. Passive recreation must always take the preservation of habitat into account. There are times when conservation and resource protection must be prioritized over recreation.

7. Ten of the 46 strategies included in the Open Space and Mountain Parks Master Plan are identified as Tier 1 or top tier priorities. What management actions and policies do you see as most important to making progress on the top master plan strategic priorities? Are there other Master Plan priorities you believe need greater attention?

Two issues that I believe are particularly important now:

1) CU South - This has been a controversial issue. However, I believe OSMP will enjoy a net gain by disposing of five acres of open space land for flood mitigation in exchange for 119 acres of OSO land from CU. This issue should be resolved as soon as is reasonably possible. It is time for the community to move on to other issues.

2) Wildfire mitigation and public safety - wildfires have devastated OSMP and the citizens of Boulder and surrounding communities. OSMP must determine its proper role and policy regarding wildfire preparation and mitigation.

Other top-tier priorities I believe are pressing:

- Assess and manage increasing visitation
- Reduce trail maintenance backlog.
- Address the global climate crisis here and now
- Welcome diverse backgrounds and abilities

8. Providing policy and strategic guidance aimed at achieving the charter purposes and the desired Open Space Master Plan outcomes often requires resolving conflicts and tensions between competing community and open space management interests and values. Some common examples include managing conflicts between recreational uses, managing increasing visitation and resource protection and managing for the conservation of prairie dogs and sustaining viable agriculture operations. What do you see is the board's role in these decision-making processes that aim to better manage tension and conflicts in the management of Open Space?

I believe the board's role is to listen and engage with the public utilizing best practices (once again, see the findings of the PPWG), support and review the work of the excellent OSMP staff, ensure the activities of OSMP comport with the charter purposes and desired outcomes (i.e., governance), and rendering staff guidance or decisions on specific issues as required. The board should also help OSMP stay focused. Overly ambitious plans and timelines have plagued OSMP and other City departments. Following through on initiatives and deadlines helps build public support for OSMP and City decision-making processes.

9. The city is focusing on advancing diversity, equity and inclusion among boards and commissions. What experience do you have that can lend to the advancement of DEI on the board? What will you bring towards elevating voices and/or increasing community involvement from those who are underrepresented?

I have worked on diversity, equity, and inclusion (DEI) initiatives in various organizations. I believe ownership and power must meaningfully shift for any successful DEI initiative within an organization or agency. In this case, ownership means those who feel a sense of ownership in the agency or initiative. Power means those who can have an impact on decisions and outcomes. In my view, few community members have genuinely had a sense of ownership and power within OSMP, and they have been protecting that power vociferously. Who in our community feels empowered by our processes? Who does not? And how many people are so far out of our current processes that they feel nothing at all? We can and must engage with new, under-represented voices. I need to learn more about what has been done to date before making meaningful recommendations. Perhaps my Spanish language skills could be helpful.

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| Form Name: | Boards & Commissions Application |
| Submission Time: | January 30, 2023 4:26 pm |
| Unique ID: | 1063132356 |

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| Submission Year | Jan 2023 |
|------------------------|----------|

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| Board or Commission Applying For | 13 Open Space Board of Trustees |
|---|-----------------------------------|

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| Are you 18 years of age or older? | Yes |
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| Do you reside within Boulder City limits? | Yes |
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| When did you become a resident of Boulder? | Aug 2012 |
|---|----------|

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| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |
|--|--------------------|

Contact Information

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|-------------------------------|--|
| Name | Harmon Zuckerman |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Work Phone | |
| Occupation | Attorney |
| Place of Employment / Retired | Frascona, Joiner, Goodman & Greenstein, P.C. |
| Gender | M Man |

Standard Questions

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

I am an attorney who focuses on land use, property, and water issues. Previously, I was a city and regional planner and, among other things, led the update of the Tahoe Regional Planning Agency's Regional Plan, the culmination of a 20-year project. About 80% of the Tahoe Basin is public land, and in updating the Regional Plan, I became familiar with a myriad of conservation, preservation, and recreation issues in the public land and open space context.

Academic qualifications: law degree from CU Boulder and master's in planning from the University of Pennsylvania.

Relevant service: Boulder Planning Board (2016-21), Tahoe Advisory Planning Commission (2006-09)

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

One of my former Planning Board colleagues, also an attorney, served a stint on OSBT and suggested that I might be a good fit for the OSBT. My only direct experience with OSBT as a board came during the approval process of the Comp Plan Update in the context of the CU South project. As to experiences with the services OSBT oversees, as an active user of OSMP lands for hiking and other forms of recreation, I have had many. Recently, for example, I was hiking on the Mesa Trail near the Eldorado end when a ranger in a pickup came up the trail. He apologized for driving on the trail, but I told him not to worry and asked what he was doing. He was checking on prairie and peregrine falcon nests to confirm their locations this year and make sure that OSMP was closing only the trails which needed to be closed based on the locations of the nesting sites. We have an amazing program, and I appreciate it very much.

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

On Planning Board, we often found ourselves in disagreement about whether to approve or deny a project, or whether to apply conditions of approval. One example was whether to approve the conversion of the Macy's to mixed-use office space. There was a slim majority which felt that the proposal met the code and should be approved. The minority was concerned about adding additional jobs where the city already has a problem with traffic and parking caused by commuters. I made space for the minority to express what they would like to see if the project were to go forward, and they said affordable housing and affordable space for local business, neither of which were in Planning Board's purview to condition. When the application was called up by the Council, the Council was able to get the applicant to pay \$3MM into the affordable housing fund and provide affordable space for local business -- two valuable concessions which might not have been obtained had the minority of the Planning Board not received space to express their concerns with the project.

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

I might represent a client in my professional capacity who owns property burdened by a conservation easement in favor of the City. In this case, I would disclose and recuse. I also am an adjunct professor at CU Boulder in the Masters of the Environment program. This work forced me to disclose and recuse during Planning Board's hearings related to annexation of CU South. I am only applying for this position on OSBT pursuant to advice from the City Attorney's Office that there are no remaining work items for OSBT which would require me to recuse myself based on my work at CU.

In general, board members need to be incredibly attuned to potential conflicts, as well as the appearance of conflict, and make full disclosure of any potential conflict (and recuse if necessary) as prescribed in Title 2, Chapter 7 - Code of Conduct in the BRC. This is necessary to preserve public faith in our boards and commissions.

Open Space Board of Trustees

5. What are the greatest challenges facing the Open Space Board of Trustees and the Open Space and Mountain Parks System? What policy changes, if any, would you like to see as a member of the Board?

Managing visitor use, reducing the backlog in trail maintenance, doing better at welcoming visitors of diverse backgrounds, and handling the effects of climate change are some challenges which spring to my mind. As to policy changes I would like to see, that is a question which I'd like to answer after being on the Board for a year. I am coming to this potential position as a Trustee with a rather open mind and a respect for our professional staff and the other Trustees. After spending time on the Board, I believe I will be better positioned to imagine and drive policy change. In the meantime, one area where I would like to see policy change is better standardization of use regulation on trails. While I understand that a single trail can traverse multiple environments, each with its own unique characteristics and regulations, having a trail where use regulations change multiple times throughout a single hike creates confusion for users and enforcement difficulties for rangers.

6. Which, if any, recreation, conservation or other open space related stakeholder groups do you belong to or associate with and how has that shaped your thinking about the open space system?

I do not belong to any recreation, conservation, or other open space-related stakeholder groups. My thinking about our open space system has been shaped by my experiences on open space and my conversations with my friends about their experiences.

7. Ten of the 46 strategies included in the Open Space and Mountain Parks Master Plan are identified as Tier 1 or top tier priorities. What management actions and policies do you see as most important to making progress on the top master plan strategic priorities? Are there other Master Plan priorities you believe need greater attention?

Applying JEDI principles so that we can welcome diverse backgrounds and abilities. Preserve and restore important habitat blocks and corridors through innovation, better management, and potentially through land acquisition to connect habitats. Assess and manage increasing visitation, paying special attention to how people get to and access open space. A MP priority which could potentially benefit from more attention is the encouragement of multimodal access to trailheads, particularly in light of e-bike use.

8. Providing policy and strategic guidance aimed at achieving the charter purposes and the desired Open Space Master Plan outcomes often requires resolving conflicts and tensions between competing community and open space management interests and values. Some common examples include managing conflicts between recreational uses, managing increasing visitation and resource protection and managing for the conservation of prairie dogs and sustaining viable agriculture operations. What do you see is the board's role in these decision-making processes that aim to better manage tension and conflicts in the management of Open Space?

The Board often handles difficult conflicts between different user groups or between ecological imperatives and recreation. I see the Board's role as listening to the City's professional staff and the public, then weighing the issues presented against the Outcomes in the OSMP Master Plan as well as relevant Goals and Policies in the Boulder Valley Comp Plan. To better manage the tension and conflicts inherent in our management of open space, the Board's role should be to actively listen and then not just make its recommendations based on the information, but to clearly explain the rationale for its recommendations, tying these back to the imperatives of our plans and policies.

9. The city is focusing on advancing diversity, equity and inclusion among boards and commissions. What experience do you have that can lend to the advancement of DEI on the board? What will you bring towards elevating voices and/or increasing community involvement from those who are underrepresented?

I grew up in a very diverse city and attended public schools from first grade through the end of high school. Neither my grade school nor my high school were majority white. I have a strong commitment to advancing diversity, equity, and inclusion both because of that background and because I believe that equal opportunity is the promise of America. On Planning Board, I lobbied my fellow Board members to recommend to Council that we prioritize contracting with, hiring, and procuring goods from minority-owned businesses, women-owned businesses, and local enterprises in our \$500MM Capital Improvements Plan. It took five years (the last four with full Planning Board support), but now Council has added such a priority in the CIP. I would bring the same long-term tenacity toward bringing a JEDI lens to decisions on OSBT.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 4:28 pm
1063132783

| | |
|---|-----------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 13 Open Space Board of Trustees |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jun 1952 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--|
| Name | John Gerstle |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Water Resources/Environmental Engineer |
| Place of Employment / Retired | Gerstle & Co. LLC |
| Gender | M Man |

Standard Questions

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

I am a consulting engineer, dealing with water resources management, environmental impact assessment and natural resources management since 1975. During my career, I have testified as an expert witness in courts of law many times, served as an advisor to the Royal Government of Bhutan on water and natural resources management (resident in Bhutan for 3 years), served as United Nations Regional Advisor for Water and Environment in the Himalayan Region (resident in Nepal for 2 years), served as Technical Advisor for Trout Unlimited (a conservation/angling advocacy group) for 5 years. A large part of my consulting career involved assisting the US Dept. of Justice and the US Fish and Wildlife Service on a variety of natural resources management issues for national wildlife refuges.

My B.S. in Chemistry is from CU in 1975, and i have postgraduate degrees in Civil/Environmental Engineering from MIT in 1978 and 1979.

On a practical note, I served for a full term on the Boulder County Mosquito Advisory Board and two full terms as Member of the Boulder County Planning Commission, and for one 3-year term and one full 5-year term as Member of the City of Boulder Planning Board. I believe that I was an effective and thoughtful board member in each of those circumstances, and that experience has been

relevant preparation and background for service on the Boulder Open Space Board of Trustees.

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

As a long term resident of Boulder, I have used and benefited from Boulder's open space resources extensively since childhood. I believe that I have been on every trail in the system. Although I have not interacted formally with the Board of Trustees, I have followed its considerations and decisions with great interest, and have had informal conversations with many of the Trustees over the years.

As a point of interest, I might mention that I am one of the four children (with a dog) shown in the 1958 poster that was used in the campaign to establish the first Open Space tax.

My son worked on an OSMP summer trail crew for several weeks about 20 years ago - and had a very positive experience. He has not subsequently had contact with OSMP.

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

Having served on several Boards and Commissions, there have been a number of instances in which there have been disagreements among the members. In such cases, I seek to understand the basic reasons for the disagreements, including by learning about the differing objectives, backgrounds, understandings and assumptions of the parties, and ensuring that there is agreement on the process by which a decision is to be made, even if there are fundamental differences on various issues.

This is why a clear definition and agreement on the decision process is so important and so useful.

In general, I do not take things personally, and this helps to avoid the confrontation and conflicts that lead to unsuccessful and unsatisfying outcomes, even if the decision is not the one I would have preferred.

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

I am not aware of any conflicts of interest with respect to the work of OSBT.

I should mention that a consulting firm, with which I was formerly employed and a partner, has assisted the City with water resources management issues. I left the firm and partnership in 2008, and have not had any professional contact on City-related matters since then.

On another matter, I should note that I am a water user/irrigator and shareholder of the Silver Lake Ditch, of which the City is both a water user and shareholder. Although I do not believe that this is a conflict of interest, I would recuse myself from any issue in which this might be a concern.

Open Space Board of Trustees

5. What are the greatest challenges facing the Open Space Board of Trustees and the Open Space and Mountain Parks System? What policy changes, if any, would you like to see as a member of the Board?

I believe that the greatest challenges facing OSBT and the system are those affecting the long term health and viability of its resources and management practices. These include managing the impacts of increasing numbers of visitors and changes in the manner in which OSMP resources are being used. For example, the popularity of trail cycling and the introduction of electric bikes on OSMP trails have significant impacts on erosion and adjacent vegetation, as well as how the trails are used and experienced by others, such as horse riding and pedestrians.

Another challenge lies with the use of OSMP lands and conservation easements for agriculture, and how OSMP objectives and management practices can be coordinated with agricultural uses for mutual benefit. Prairie dog issues are the most visible aspect of this concern, but there are other aspects as well, including land and water management and the use of pesticides and herbicides both for agricultural purposes and for invasive species/weed control on open space lands adjacent to agriculture and residential facilities.

Another challenge facing OSMP concerns the the ability of the public to access OSMP trails from a variety of locations. This involves considering the tradeoffs between convenience, impacts on the immediately affected neighborhoods in the vicinity of the access points/trailheads, and impacts on OSMP lands and wildlife associated with visitation and access from additional locations.

Finally, I believe that the importance of establishing and maintaining significant habitat blocks and corridors is fundamental to OSMP objectives and program, and must continue to be a major consideration in addressing trail changes, maintenance and improvements associated with increased visitation and changes in the manner of use.

6. Which, if any, recreation, conservation or other open space related stakeholder groups do you belong to or associate with and how has that shaped your thinking about the open space system?

I am a member of Colorado Trout Unlimited, and have supported (financially and with in-kind professional services) the following conservation-focused organizations: The Nature Conservancy, Colorado Open Lands, Wilderness Land Trust, National Parks Conservation Association, Colorado Water Trust

All of these organizations are involved with open space conservation, water and environment-related issues, and I have learned a lot about practical management aspects from my interaction and association with them.

7. Ten of the 46 strategies included in the Open Space and Mountain Parks Master Plan are identified as Tier 1 or top tier priorities. What management actions and policies do you see as most important to making progress on the top master plan strategic priorities? Are there other Master Plan priorities you believe need greater attention?

I think that the Tier 1 priorities identified in OSMP Master Plan are appropriate and well-considered.

It seems to me that , in view of recent wildland fires on OSMP lands, that it may be appropriate to give some explicit consideration to management practices that affect wildland fire potential and consequences,

Given the importance of interaction with neighboring land owners and users, I would also give significant attention to supporting agricultural/ranching activities on open space and neighboring lands, as these are closely related to the objectives and purposes of OSMP.

I would encourage OSMP to be active in commenting on the impacts of potential development and land use changes in adjacent areas - for example, OSMP comments were very useful in recent considerations for annexation and development of a housing manufacturing facility on BVSD land and facilities near Sombrero Marsh, on east Arapahoe Ave.

On another matter, I have recently noticed signs of increased levels of discreet camping in some OSMP areas. Due to related fire, wildlife and sanitation concerns, It may be appropriate to increase the level of monitoring and enforcement of OSMP regulations.

8. Providing policy and strategic guidance aimed at achieving the charter purposes and the desired Open Space Master Plan outcomes often requires resolving conflicts and tensions between competing community and open space management interests and values. Some common examples include managing conflicts between recreational uses, managing increasing visitation and resource protection and managing for the conservation of prairie dogs and sustaining viable agriculture operations. What do you see is the board's role in these decision-making processes that aim to better manage tension and conflicts in the management of Open Space?

The board's role in the decision-making associated with conflict management is key to achieving acceptable (and accepted !) outcomes. The Board's role in such matters should be to become sufficiently informed on both general background and relevant specific details as well as the manner in which OSMT objectives and goals are involved. The Board should agree on a process by which the necessary information will be obtained and the manner in which a decision will be made. Because of the need to ensure public acceptance of the outcome, this must be done as part of a coherent public process, in a manner that makes it possible for the public to understand the background, issues, concerns, process and logic which leads to the decision.

9. The city is focusing on advancing diversity, equity and inclusion among boards and commissions. What experience do you have that can lend to the advancement of DEI on the board? What will you bring towards elevating voices and/or increasing community involvement from those who are underrepresented?

OSMP manages some of the most significant, treasured and important resources of the City, and it is essential that all elements of our population be able to access and enjoy them.

Regarding diversity, equity and inclusion on City boards and commissions, I think that we need to encourage more applications from a wider variety and cross section of Boulder's population. If we look at the past makeup of our boards and commission, it can be seen that their membership is typically made up of people from demographic groups who feel or are aware that they have the most to gain or lose from decisions made by those boards, and who believe that their participation can have an impact on those decisions.

It seems to me that the way to increase Inclusion on the boards is to explicitly seek out and encourage individuals from under-represented groups, both privately and publicly, to apply for board positions.

The likelihood of success of this effort would be greatly enhanced by programs and efforts which encourage the participation of under-represented groups in activities and management of relevant City resources and facilities and services. One program of this type which I believe is very successful is the Summer Trail Crew Program (Junior Rangers ??) which offers opportunities to Boulder teenagers to work on trail improvements on OSMP lands, and is an excellent way to introduce OSMP to a wide variety of Boulder residents.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 13, 2023 5:07 pm
1057191636

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 13 Open Space Board of Trustees |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 2015 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

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|-------------------------------|------------------------|
| Name | Keith Musselman |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Work Phone | |
| Occupation | Professor |
| Place of Employment / Retired | University of Colorado |
| Gender | M Man |

Standard Questions

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

I am a professor in the CU Geography Department. I am a hydrologist with expertise in snow, forests, water resources, and climate change impacts on ecosystems. My service on decision-making boards has been limited to science and academia rather than public agencies. I enjoy working and communicating with others. In my work, I strive to approach complex and at times divisive topics with an open mind and the goal of reaching consensus and attaining forward progress.

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

I do not have experience with this Board but am excited for the opportunity to serve. My family has lived in Boulder for a decade. We have regularly used Boulder's Open Space with young children and elderly grandparents, and as two adults who are scientists, environmentalists, conservationists, and outdoor enthusiasts. I appreciate and advocate for the diverse needs that Boulder Open Space and Parks serve.

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

I led a team of 35 people on a science project intended to work with Indigenous community members to produce climate adaptation solutions. I had a contract with a tribal group to facilitate meetings of our project's advisory council, which consisted of Indigenous leaders and tribal representatives.

We had a conflict when the advisors felt disrespected by the tribal consultants who were not showing up on time to meetings, not clearly communicating acronyms, and other complaints that went against our team's written protocol for engagement, that ultimately resulted in an esteemed advisor resigning from the board.

This was a challenging position for me, as I had to navigate conflict among different tribal cultures as a white, male scientist. In speaking with the lead consultant, I learned that they were going through a challenging time with the imminent loss of a family member to COVID.

We were able to chart a path forward by making clear that it was acceptable for the consultant to work with us to designate another facilitator and take personal time away. Since their return, the issue has resolved. I've learned to check in more frequently and on a personal level with my team, and to be more empathetic from the beginning; that there is often a simple explanation with a solution.

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

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

Open Space Board of Trustees

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| <p>5. What are the greatest challenges facing the Open Space Board of Trustees and the Open Space and Mountain Parks System? What policy changes, if any, would you like to see as a member of the Board?</p> | <p>Some of the greatest challenges might include budgetary issues related to monitoring and adapting to changing management needs in response to population pressures and climate change. This includes strategizing (cost) effective wildfire fuel reductions, parking and shuttle networks, adequate bathrooms and garbage facilities, signage and public communication, disability access, noxious weed management, and enhancing / ensuring the resilience of existing and planned infrastructure to erosion, wildfire, and floods.</p> |
| <p>6. Which, if any, recreation, conservation or other open space related stakeholder groups do you belong to or associate with and how has that shaped your thinking about the open space system?</p> | <p>I have volunteered with the Boulder Mountain Bike Alliance to do trail construction work. I once made a \$50 donation to their trail maintenance program. Working on the trails gave me an appreciation of how public resources are put to use, and how sensitive these ecosystems and our investments are to human and natural disturbance.</p> |
| <p>7. Ten of the 46 strategies included in the Open Space and Mountain Parks Master Plan are identified as Tier 1 or top tier priorities. What management actions and policies do you see as most important to making progress on the top master plan strategic priorities? Are there other Master Plan priorities you believe need greater attention?</p> | <p>I would need to learn more to speak confidently to exact plans and actions.</p> <p>I think it is a critical challenge to ensure adequate wildlife habitat corridors and parcels, provide public access when and when appropriate while addressing increasing visitation, and at the same time address heightened public concern of uncontrolled wildfire risk related to these same landscapes. Enhanced carbon sequestration via informed fire management and actions that enhance soil health have the potential to gain substantial public backing as demonstrable strides the City can take to become carbon negative. Similarly, I also think that addressing ecosystem health and resilience requires knowledge of public opinion, and that greatest progress is attained when management practices best align with general public opinion. This requires surveys, communication, and outreach by management practitioners, decision-makers, and experts. The gathered information could also be used to assess effective ways to welcome diverse backgrounds and abilities.</p> <p>I believe the Master Plan strategic priorities are well defined.</p> |

8. Providing policy and strategic guidance aimed at achieving the charter purposes and the desired Open Space Master Plan outcomes often requires resolving conflicts and tensions between competing community and open space management interests and values. Some common examples include managing conflicts between recreational uses, managing increasing visitation and resource protection and managing for the conservation of prairie dogs and sustaining viable agriculture operations. What do you see is the board's role in these decision-making processes that aim to better manage tension and conflicts in the management of Open Space?

As volunteer public servants, the board's role in decision-making processes is to arrive at a decision. When striving to reach a decision, board members should treat opinions as valid, have mutual respect for all involved, and practice clear communication. While consensus may not be possible, the effort to allow as many contributors as possible to share their opinions and views can make everyone feel heard and validated. Doing this purposefully and transparently before summarizing and bringing arguments together goes a long way in managing tension and conflict.

9. The city is focusing on advancing diversity, equity and inclusion among boards and commissions. What experience do you have that can lend to the advancement of DEI on the board? What will you bring towards elevating voices and/or increasing community involvement from those who are underrepresented?

I work closely with Indigenous populations and am a strong advocate for the inclusion of historically marginalized populations in academia and my scientific field. In 2021, received an Outstanding Mentor Award by the University of Colorado for my work in diversity, equity and inclusion. I am confident that these experiences will position me well to help elevate voices from underrepresented community members.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 25, 2023 5:49 pm
1061535679

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 13 Open Space Board of Trustees |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jan 2015 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------------------|
| Name | Mason Roberts |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Director of Clinical Analytics |
| Place of Employment / Retired | HarmonyCares |
| Gender | M Man |

Standard Questions

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

I have 10 years of combined experience serving as the Board Chair or Treasurer on environmental non-profits, HOAs, and school boards. Through this time, I learned that the most important parts of board service are listening, preparation, and follow through. In my professional life, I am the Director of Clinical Analytics for a national provider group. I understand how to use data for evidence-based decision making, long-range planning, and budgeting. As a climber and father (twin 3-year olds) who regularly visits OSMP, I have detailed knowledge of the OSMP system and also can represent the community who cares greatly about the conservation of, and access to, our Open Space.

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

I regularly visit Open Space through hiking with my family, trail running, and climbing. I am committed to the conservation of this resource and have participated in the public processes through attending public forums and meetings on electric bikes, prairie dog population management, and the property surrounding Sombrero Marsh, amongst other topics. I have had discussions with members (past and present) of OSBT, citizens, and OSMP employees to better understand the different viewpoints surrounding these topics.

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

A member of a past board did not follow the board's charter and put the board at legal risk. During a private session discussion, I listened actively to ensure I could understand their decision-making process. Although I understood what they were trying to accomplish, the behavior they chose was not appropriate. Board elections were approaching and their seat was up for election. Instead of voting to remove them, our board unanimously decided to recommend they not run for a subsequent term. Against these recommendations, they made their case for reelection at the annual meeting and made personal attacks towards our Board Chair in front of the community. Although it was uncomfortable, I spoke up in an effort to present an unbiased perspective of the situation, clarifying the concerns of the board, and providing support to our Board Chair.

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

I do not have any known conflicts of interests. If any arise, I will recuse myself.

Open Space Board of Trustees

5. What are the greatest challenges facing the Open Space Board of Trustees and the Open Space and Mountain Parks System? What policy changes, if any, would you like to see as a member of the Board?

The OSBT faces many important issues that impact the community directly: prairie dog population management, Open Space disposal (CU South), electric bike use on certain areas, wildfire management, raptor nesting closures, urban development near potentially fragile habitat (i.e. Sombrero Marsh), agricultural use leases, trail maintenance and misuse, trail development, etc. I am glad to see that Open Space got water rights and an equitable transfer of lands in the CU South deal. Wildfire preparation and mitigation are policies I would like to see revisited. Since OSMP is hiring for a new position to focus on this issue and the recent increase in wildfires, now would be a good time to make this a priority. There is a balance between wildfire mitigation and ecosystem preservation. I would look forward to learning from OSMP experts and working to find the right balance for the city.

6. Which, if any, recreation, conservation or other open space related stakeholder groups do you belong to or associate with and how has that shaped your thinking about the open space system?

I have been involved with climbing access issues for the past 15 years, as a member of the Red River Gorge Climbers' Coalition, Boulder Climbing Community, and/or the Access Fund. Also, I am an Eagle Scout and have enjoyed backpacking for the majority of my life. Through these communities I have learned about the relationship between recreation and conservation. Recreation leads people to care more for our lands, waters, and the flora and fauna that inhabit them. Conservation leads to higher quality recreation. I believe it is difficult to have one without the other. Our OSMP system is a testament to this. I don't see it as much as tension, but as a self-enforcing feedback loop. The more sustainable access we have, the more support we will have for conservation efforts.

Climbers enjoy recreating in areas that feel "wild" and they understand that if the areas are not respected, access can be lost. For example, the BCC has worked with OSMP on the raptor nest closers to ensure our climbing community understands the issue and follows the guidelines. Information about the closures is posted in climbing guide books and online resources. The BCC also helps manage climbing trails through the direction of their Trail Crew Manager. There are still issues, but when they arise the climbing community will work with OBST and OSMP to resolve them.

7. Ten of the 46 strategies included in the Open Space and Mountain Parks Master Plan are identified as Tier 1 or top tier priorities. What management actions and policies do you see as most important to making progress on the top master plan strategic priorities? Are there other Master Plan priorities you believe need greater attention?

From my knowledge of OSBT, the existing Tier 1 priorities provide a great challenge and I do not see a need to add further to that list . Below are a few of those priorities that I believe are most pressing and could use more immediate attention:

1) "Assess and manage increasing visitation." Our system has seen increased visitation since the beginning of the COVID-19 pandemic. This puts additional strain on our trails and those who maintain them. I believe OSMP and OSBT have done a good job assessing the increasing visitation. More needs to be done to manage the impacts from the increase in visitation.

2) "Reduce trail maintenance backlog." As our system struggles to manage the increasing visitation, the trail maintenance backlog will become more difficult to manage. We have amazing staff on the OSMP trail management team. It should be assessed if more resources are needed or if sensitive areas need to be restricted to allow for proper management.

3) "Welcome diverse backgrounds and abilities." The OSMP and OSBT have started the process of discussing some issues related to this (e.g., electric bicycle access, parking), but more needs to be done. If only those who live near the Open Space (who, given the cost of housing near Open Space, tend to come from a narrow demographic), or those who are able-bodied, have access, then we are not meeting this goal. Creative solutions to allow for more equitable and sustainable access need to be considered. Boulder County Open Space signs are often bi-lingual, which is something OSMP could consider.

8. Providing policy and strategic guidance aimed at achieving the charter purposes and the desired Open Space Master Plan outcomes often requires resolving conflicts and tensions between competing community and open space management interests and values. Some common examples include managing conflicts between recreational uses, managing increasing visitation and resource protection and managing for the conservation of prairie dogs and sustaining viable agriculture operations. What do you see is the board's role in these decision-making processes that aim to better manage tension and conflicts in the management of Open Space?

OSBT's role in resolving the tension between community priorities is both procedural and substantive. From a procedural standpoint, OSBT can ensure a focus on public outreach, especially to groups who are less likely to engage. OSBT can identify cohorts that are likely interested and/or impacted by the issue being considered. Outreach should be attempted as early in the process as possible to reduce the number of issues that arise late in the process. Late- arising issues extend timelines and exacerbate community tensions.

From a substantive perspective, OSBT can add context and evidence to the decision making process. Through active listening during the outreach, an outline of the values, priorities, and concerns of the community will be organized for all's benefit. OSBT will work to understand potential short-term and long-term impacts as well as the severity and likelihood of the impacts. Evidence about the community concerns and the impacts will be gathered. This can come from our experts at OSMP, from concerned community members, and members of OSBT. The evidence can be borrowed from past experiences and gathered from other communities' experiences. This evidence will be combined with the process above to help inform the community as well as OSBT for the decision-making process.

9. The city is focusing on advancing diversity, equity and inclusion among boards and commissions. What experience do you have that can lend to the advancement of DEI on the board? What will you bring towards elevating voices and/or increasing community involvement from those who are underrepresented?

I will be bringing a unique perspective as a forty-year-old worker and a father of three-year-old twins. I believe more can be done to move our Open Spaces towards the goal of being the "great equalizer." The Open Space resources should be free, accessible, and universal. Unfortunately, we fail in this goal when families with children, people of color, low-income communities, and people with disabilities do not have equal access. In order to do so, underrepresented communities must be considered in how our resources are prioritized, what items are brought up for discussion, and how decisions are made. Although I am not from all of these communities, I will do everything I can to make myself available for discussions and to be a champion for those communities.

| Current Members: | | Occupation: | Status: |
|------------------|---------------|--|----------|
| 2027 | LAURA KAPLAN | Senior facilitator / mediator | Occupied |
| 2027 | ml Robles | Architect | Occupied |
| 2026 | Jorge Boone | | Occupied |
| 2025 | Lisa Smith | Educator | Occupied |
| 2024 | Mark McIntyre | Partner | Occupied |
| 2024 | Sarah Silver | Executive Director | Occupied |
| 2023 | John Gerstle | Water Resources/Environmental Engineer | Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 23, 2023 6:43 pm
1060677242

| | |
|---|---------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 15 Planning Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Nov 2017 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------------|
| Name | JEAN FRIEDBERG |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Management Consultant |
| Place of Employment / Retired | Retired |
| Gender | M Man |

Standard Questions

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

MBA Corporation Finance, New York University
Member of private sector development team for new town Columbia, MD
Elected Member, Columbia Association Board of Directors
Strategic Consultant for US Department of the Army Residential Communities Initiative
Regional Transportation Coordinator for the Fort Meade Regional Growth Management Committee

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

Submitted some remarks with respect to Boulder's internet infrastructure. I believe my contribution helped Boulder develop a more effective strategy.

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

As a member of the 10-member Columbia Association elected Board of Directors, had numerous situations where we were challenged to reach a consensus on a difficult issue. My approach was twofold: First, listen carefully to all sides of the issue; second, conceive of an effective solution; three, bring a proposal before the Board; and, fourth, drive for consensus.

As consultant to the Department of the Army, developed a strategy to gain the support of diverse groups, include Army service members and their families, elected representatives (local, state and federal) and key staff members, representatives of private industry who were potential partners for the Army, and key members of the Federal bureaucracy.

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

I have no potential conflicts of interest, and envision none. If one should occur, I would bring it to the attention of the Board immediately.

Planning Board

5. What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you taken or experience have you had that have shaped your thinking about urban planning?

During the course of my business career and public service activities, I have had much useful and relevant experience with respect to urban planning. In particular, I have strengths in the areas of quantitative analysis, community development processes, public-private partnerships and regional transportation. I have worked within and for major development organizations, regional authorities and private sector corporations -- both real estate and non-real estate. For the Department of the Army, I documented the Columbia, MD new town development process and principles which Army then used as a reference for its Residential Communities Initiative. As Regional Transportation Coordinator for the Fort Meade Regional Growth Management Committee, developed a transportation strategy for the traffic dense corridor between Baltimore, MD and Washington, DC.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects.

I'll focus my remarks on examples of planning I'm familiar with.

1. Shanahan Ridge residential. Conforms nicely with terrain, with good natural protection and respect for slopes, water runoff and sight lines. Absence of overhead utility lines a strong plus. Interface with and protection of Boulder Open Space / Flatirons outstanding. Terrific foresight in the development of rules for shared use of open space. Allowing the Shanahan Ridge cattle operation to graze within the open space areas was a stroke of genius.

2. Boulder JCC. Outstanding site plan. Good vehicular ingress and egress from Cherryvale. Nice setback from Arapahoe. Use of barriers to prevent vehicular penetration of building envelope. Site development plan should permit responsible long term site development without overloading City infrastructure.

3. Table Mesa Shopping Center. A very unusual site, access and traffic plan, requiring the customer to strategize his/her site visit. Aggravating in that one is often forced to drive between parts of the site. And the problems with the site are amplified by being adjacent to the major Broadway/Table Mesa intersection. But for the most part, works well.

4. Internet Infrastructure. I haven't seen the latest on this project, but earlier on I criticized some of the underlying thinking. While I felt the City had a logical role in master planning the effort and attracting private sector investors, its early concept had the City playing a much too intensive role requiring very risky expenditure of significant capital. The shift in strategy to focus City investment on the underlying backbone and support for municipal services seemed much more sensible.

5. CU South. I was surprised that this became a political issue even after all of the energy that had been expended to address the matter. It seems as though the City might have been forced to settle for less than it wanted. I'd be especially concerned whether the potential flooding issues were adequately addressed, especially in the years ahead when and if development in the South Boulder Creek flood plain increase storm water runoff and reduce the time interval between major floods.

6. Transportation. Few municipalities deal adequately with transportation needs. Boulder in particular, and the Denver region in general, are no exceptions. The social and economic dynamics of transportation planning are quite complex, so it's no wonder that the planning outcomes are so poor. And the fact that Boulder turned over control of its transportation planning process to the RTD only complicates the discussion.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

I wouldn't advocate any changes in planning regulations until I have served long enough on the Board to appreciate the need for change.

8. What do you think are the most important planning issues facing the City?

Housing supply and transportation.

Form Name:
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Boards & Commissions Application
January 30, 2023 4:45 pm
1063138200

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|---|---------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 15 Planning Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jul 1969 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|--------------|---------------|
| Name | Kurt Nordback |
| Email | |
| Home Address | |
| Gender | M Man |

Standard Questions

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

I served for three years on Boulder's Landmarks Board, including a year as vice chair, before resigning for family reasons. This experience broadened my exposure to architectural and design issues and gave me familiarity with city procedures, legal and ethical considerations, and how to serve the public and Council effectively as a board member. I've taken several planning courses (for my own edification, not as part of a program), including Land Use Implementation, Land Use - Legal, and Transportation Modeling. In my three years in Portland, Oregon, I served on a task force examining parking policy, and I participated in the land use committees of the two neighborhoods we lived in. Most recently I've served on focus groups for the Site Review and Use Table update projects. I've been active for many years with the Community Cycles Advocacy Committee, and in keeping with my support of cooperative housing I'm treasurer of Boulder Housing Coalition and a member of its Development Committee.

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

Having had a longstanding interest in planning issues in Boulder, I've watched Planning Board's doings for years and attended a great many of its meetings. For the past several years I've been Community Cycles Advocacy Committee's point-person on planning projects, which has entailed watching the staff-level Development Review agenda and reading the Planning Board packets with a focus on transportation-related issues and, when appropriate, drawing up draft comments from CCAC for submittal to the Board on projects.

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

Over the past couple of months I've been involved with a statewide coalition of environmental, affordable housing, and social justice groups whose aim is to coalesce and steer any ideas for statewide land-use planning and develop a proposed package to propose to the administration and legislature. Since the participating groups have distinct fundamental goals and somewhat differing philosophies, there hasn't always been perfect alignment around what policy prescriptions to endorse. Thankfully we have been drafting a suite of proposed policies rather than a single policy, so we've attempted to keep a big tent by addressing different interests in different policies, rather than trying to ensure that each participant is equally excited about each individual item. At the same time, we want to produce a substantive proposal, and it's possible we'll lose a participant or two rather than ending up with something too watered-down. As with so much in life, we've needed to try to find the right balance.

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

I own property in Boulder and co-own some with my family. Certainly I would recuse myself from any discussion with direct and material bearing on property I had an interest in, but when I was on Landmarks Board the City Attorney made it clear to us that our job was to be impartial judges of the issues, not to recuse ourselves at the remotest possibility of conflict of interest. I of course would follow any current advice from the CA.

Planning Board

5. What expertise or insight could you bring to the Board's deliberations and recommendations and what books have you read, courses have you taken or experience have you had that have shaped your thinking about urban planning?

I'm not a professional planner, but I have a passionate avocational interest in planning, architecture, and the urban form. I find visiting and observing urban places fascinating, from tiny, dusty towns in rural Colorado all the way to London and New York and Tokyo. I'm hopeful that that, combined with deep and personal historical knowledge of Boulder, might bring a useful perspective to the Board.

I mentioned above the planning courses I've taken. Books that have influenced me include Jane Jacobs' *The Death and Life of Great American Cities*; Jan Gehl's *Cities for People*; Robert Caro's *The Power Broker* (fascinating and tragic in and of itself but particularly in light of Jacobs); *Walkable Cities* and *Walkable City Rules* by Jeff Speck; *City Rules* by Emily Talen; *A Better Way to Zone* by Donald Elliott; *The Color of Law* by Richard Rothstein; *Zoned in the USA* by Sonia Hirt; *Generation Priced Out* by Randy Shaw; *Evicted* by Matthew Desmond; *Golden Gates* by Conor Dougherty; and *Arbitrary Lines* by M. Nolan Gray. I'm also a devotee of various planning blogs including Planetizen, CityLab, Strong Towns, and Next City.

6. Other than the Pearl Street Mall, identify the three most successful and the three least successful examples of planning, or the failure thereof, in Boulder. Please explain what elements contributed to these projects.

The successful:

1. The Holiday neighborhood is a perennial favorite, and rightly so. I'll especially call out the Wild Sage co-housing block, which does a wonderful job of creating community through the built form, as well as using limited land area efficiently and effectively. However, the project began with a fairly large blank slate, of the sort we may never see again, so it's not clear how much of a model it can be going forward.
2. At least in some senses, the reconstruction of Ponderosa mobile home park has been a success. It's improved storm resilience and will result in far more comfortable, energy-efficient, and durable homes while at least partially preserving the community. However, it was done in the face of some considerable pushback from residents. When the project is finished, I think it will be very important to do a thoroughly honest assessment especially of the less-visible social and financial consequences and what lessons can be learned.
3. As an outside observer moving through the space, I find S'Park to be a very successful example of creating a modern urban feel out of almost nothing. With narrow streets and terminated viewpoints, it creates an excellent sense of enclosure, and the street design and architectural diversity make it interesting to walk through. But I can't speak to how successful it is in terms of other metrics, such as whether it supports a feeling of community or successful businesses.

Now for the less successful.

1. I consider every new large, expensive single-family house to be a tragic failure of planning. These houses benefit the ultra-wealthy but use precious land terribly inefficiently and do nothing for the average Boulderite. They are obscenely resource-intensive, and in most cases their site design adds nothing to a sense of community. A concentrated example is the "Trailhead" development on the former Boulder Junior Academy site, where we could have given low- or moderate-income residents homes adjacent to open space, but instead it's going to a handful of people who can afford houses in the \$3 million range. We're already over-represented in the mansion category; we shouldn't be creating any more houses that are contrary to nearly every value that Boulder holds dear.
2. Unlike S'Park mentioned above, I find Boulder Junction south of Goose Creek much less successful. The streets are too wide, it still feels car-centric, and the pedestrian realm is not well activated. Perhaps I'll feel differently when 30 Pearl is complete, but my perception is that when the south end was being built we were still too afraid to make a truly urban space, so we ended up with something partly urban, partly suburban.
3. Although the actual building design looks fine to me, I'm disappointed in some elements of the site design for Fire Station #3. In particular I would have liked to see on-site housing for firefighters and/or support staff, which in my understanding was precluded by the excessive open space requirements of the BT-1 zoning. I'm also disappointed by the very large amount of pavement necessary for a truck turnaround, which (again in my understanding) was driven not by fire safety considerations but by a desire to not slow other traffic on 30th St. At last count we're spending something

like \$34 million on this project; I think we could have gotten more out of our investment and served our firefighters better.

7. Describe specific changes you would make to the City of Boulder Planning regulations, and explain why you would make the changes.

In the following ideas I'm motivated by a desire to help those suffering as a result of our housing crisis and to moderate the impact that our built form has on the environment.

I'll start with one of my favorites, tilting the code towards smaller-scale projects in general and smaller housing options in particular. For residential uses, I support reduced FAR limits on detached houses, lower lot size minimums (or open space requirements, depending on the zone district), and allowance for missing-middle typologies like duplexes/triplexes and small row houses. Our lack of moderate-sized, middle-class housing options hurts people, hurts the environment, and has led to economic and racial segregation. It's clear to me that by not addressing this problem, we're losing the soul of our community.

In a time of accelerating climate change, failure to meet our TMP goals, and a housing crisis, continuing to impose parking mandates for residential construction is nonsensical. Ideally we would just get rid of them, or at least allow them to ramp down to zero in a reasonable time frame.

We're in the process of making it a little easier to add housing in industrial zones. We should do the same for our commercial areas. (Hopefully the next phase of the Use Tables project will address this to some degree.) It's a shame that we're still building one-story commercial structures that could have several stories of much-needed residential on top. This would allow for the added efficiency of shared parking between the uses, as the demand peaks don't coincide.

I'd love to see us explore a version of the European model of social housing that's publicly owned and mostly unsubsidized but not-for-profit. This model can be completely self-funding, diverting no affordable housing money, while ensuring the building is managed not for private profit but for the interests of the residents and the public. Eliminating profit means rents can be lower, and development costs can be reduced (at least in theory) since the city is sitting on both sides of the table during the entitlement process.

Related to the preceding idea, I would like to see the city experiment with upzoning combined with value capture in the form of housing affordability. Our dedicated affordable housing funds are limited. The potential value locked in land with highly restrictive zoning, on the other hand, is vast. We could capture most of this value for the public and create lots of low- or middle-income housing in the process. One way to do this would be via a social housing enterprise, as above.

We're just finishing up changes to our Site Review criteria, and while they're mostly modest improvements, they're a far cry from the overhaul I think is necessary. Despite the reforms I see SR continuing to be costly, time-consuming, and favoring large, deep-pocketed, well-connected developers. I think the current process may also result in larger-scale

projects, in order to amortize the cost of entitlement over more square feet. Instead I'd like to see Site Review return to its stated purpose, which is to "allow flexibility and encourage innovation". This is not what it currently does, in most cases. It has morphed into a gate all large projects have to pass through, resulting in a process that encourages homogeneity. In my ideal world we'd state clearly what we want from projects (while allowing design flexibility) and most of them could go through a faster, more predictable administrative review, while Site Review would become a rarer event reserved for truly out-of-the-box ideas.

8. What do you think are the most important planning issues facing the City?

There seems little doubt that housing affordability and availability remain our most pressing issues, as they have been for many years now. We are continuing not to meet the demand for housing in the city, especially from those who work here, with the results that housing prices continue to rise, over the long term, faster than the regional average; our climate emissions are inordinately high due to enormous levels of in-commuting; and we impose hardship primarily on our lower- and middle-income neighbors. Certainly the housing crisis is nationwide, but Boulder could be doing far more to, as the bumper sticker says, act locally to address it.

Thankfully, it appears that the state might be stepping in to take over at least some aspects of land-use control where local jurisdictions have fallen short. If this happens, it might make some items on the staff work plan moot, or at least reduce their scope, allowing us to take on other projects more quickly. It might also present the need for the city to act quickly to meet new planning-related requirements. So the coming year or two might present some encouraging opportunities and challenges based on the shifting state-local planning balance.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Parks and Recreation Advisory Board

Council Action Requested:

Seat #3 - Appoint member for 5 year term through 3/31/28

Seat #4 - Appoint member for 5 year term through 3/31/28

Current Members:

2027 Sarah (Sunny) van der Star
2027 Anita Speirs
2026 Elliott Hood
2025 Jason Unger
2024 Charles Brock
2023 Mary Scott
2023 Pamela Yugar

Occupation:

Writer / Webinar Host
Interpreter and caregiver
Attorney
Consultant
Research Scientist
Family Nurse Practitioner
Director of Development & Outreach

Status:

Occupied
Occupied
Occupied
Occupied
Occupied
Occupied
Occupied

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 28, 2023 11:38 am
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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 2018 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|------------------|
| Name | Andrew Bernstein |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Public relations |
| Place of Employment / Retired | Zwift, inc. |
| Gender | M Man |

Standard Questions

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

My primary qualification is as a park user. Since moving to Boulder in 2018, I've been a regular user of numerous Boulder parks and recreation facilities, and greatly value this public resource. I am a communications professional with 12+ years of experience working for publications and brands who serve people recreating outdoors and am therefore well abreast of the importance of recreation, and the current trend in usage of outdoor spaces. I also have a background as an event promoter who worked with parks and recreation departments across three states to organize events for up to 2,000 people, giving me some experience of working with the bureaucracies that manage public spaces.

While this is my first time applying to serve of a governmental board, I was once a reporter charged with covering public meetings, and have therefore spend a lot of time in meetings and am intimately familiar with how a commission like this one interfaces with city government and staff.

I have served on the board of directors of two non-profits. At one of these, I was involved in a contentious management change (the executive director was accused of sexual abuse, necessitating (in my opinion, at least) the board to remove him, and stepped in to help manage the remaining staff while conducting a search for a new executive.

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

I attended a meeting this fall to make public comments on the issue of ebikes in city parks. As stated, I am also a fairly heavy user of Boulder parks, and have spent time in many of the city's parks.

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

As mentioned in one of the answers above, I served on the board of directors of a sporting facility in Pennsylvania from 2016-2018. In 2018, we learned that the long-serving executive director had been credibly accused of sexual abuse and was being investigated by a national organization that oversees sport (we were a sport facility and the accusation stemmed from an incident at a sporting event). The board acted to immediately place the executive on leave, followed soon by moves to encourage him to formally resign. The executive sued to have his suspension overturned, leading to a years-long legal proceeding.

In the midst of this, the board became divided over whether or not to remove the executive, or to let him return. He had installed a number of the directors who were loyal to him despite the risk to the facility and its stakeholders. This led to a protracted and difficult conflict on the board, and tremendous legal fees.

I became very involved with the president of the board and our counsel in working to line up votes to support removal of the executive. Our efforts eventually included lobbying individual directors, and leveraging local press to build a public case against the executive. After several months, we were successful in removing the executive and were able to add enough people to the board who would not tolerate accusations of sexual impropriety that we felt confident we would not find ourselves in a similar situation again.

The executive was eventually acquitted, on a technicality, of the original allegation, and sued the facility for substantial damages, but eventually dropped the suit after it was shown beyond a doubt that his termination had been conducted properly. He was later charged and convicted of other crimes related to stalking.

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

I am not aware of any.

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

My primary motivation for applying to join this board is to offer my perspective as a disabled person. Boulder generally does a fair job at maintaining accessibility for members of our community with levels of ability that fall outside the norm. But there is room for improvement. I believe that issues of access need to be considered at all levels of decision making and planning, and I would like to make sure that the the perspective is considered.

It was apparent at the meeting I attended last fall, which contained an agenda item about ebikes, that the board does not presently have a member who brings this perspective, and I believe it is an important one to consider.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

Boulder is an incredible place to live and visit. I feel very fortunate to be able to live here. At the same time, it is an expensive place to live and public amenities like those maintained by our Park and Recs department are a wonderful way that residents are able to derive value back from their city taxes.

I believe that resources should be allocated to deliver programs and maintain facilities that serve the greatest number of Boulderites (and visitors) while also protecting the city's natural resources, and should always look through a lens of serving those who rely most heavily on public resources/amenities, especially those with lower incomes. I also think that resources for families should be prioritized, as Boulder is a very expensive to raise children and the city should support people in that phase of life.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

The 2022 Master Plan outlines a number of very important goals. I am fully aligned with the priorities listed. The expansion of playgrounds in areas of the city without adequate facilities seems like a very important goals, as these are both a heavily-utilized asset and also a very visible symbol of the department's impact on the community.

I am glad to see that the department is looking at planning through a lens of economic and environmental need.

8. What is your experience using the City of Boulder’s parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board?

I am a regular user of Boulder's hiking trails, particularly those near where I live, in South Boulder. As a cyclist, I also regularly ride city trails (mountain bike trails and bike paths). I was formerly a user of the recreation centers (before Covid). I am likely biased toward the importance of our mountain parks, but also an advocate for recreation of all kinds.

My own usage certainly gives me a bias toward advocating for the mountain parks, but I am an advocate for outdoor recreation of all kinds and believe that I am able to look beyond my own interests to those of the broader community.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 19, 2023 11:45 am
1059165738

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|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jul 1989 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------|
| Name | Anna Segur |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Program Manager |
| Place of Employment / Retired | CU Boulder |
| Gender | W Woman |

Standard Questions

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

I have served on the HOA board and also currently serve on the Latino Parent Advisory Council for BVSD and have been an advocate for equity practices within BVSD for 10+ years. I have a Masters in International Affairs. I speak Spanish fluently and I have one child at the bilingual school (University Hill). My husband is from El Salvador and we speak Spanish in our home. I have volunteered organizing soccer teams for Unihill students with Boulder Indoor Soccer's outdoor league for 3 years. I have also been volunteering to assist Afghan and Iraqi refugees for 6 years.

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

I have three children and we are frequent users of Boulder's parks and rec services including rec centers and other facilities such as soccer fields, bike park, skate parks and other playgrounds.

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

I think it is most effective for each group to be open to listening and to outline their point of view and support with facts where possible. As well as to at the beginning establish common goals.

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

None

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I want to be on the board to help improve outreach and participation in Boulder's low income and Latino community. I live in affordable housing and we are a low-income, bicultural/bilingual family. I think this gives me a unique perspective in Boulder which is typically characterized by very wealthy privileged families.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

How to improve equitable access to Parks and Rec Services particularly among Latino and low income families who are most likely to face health conditions like obesity.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

In terms of ability to operate the financial stability and maintenance focus is clearly paramount, however, I think the greatest priority should be in the Youth Engagement and Community Health and Wellness to ensure that access is equitable across the entire community and that benefits also accrue to those with the greatest risks (obesity etc.).

8. 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 City of Boulder Parks and Rec services has shown me that a large segment of Boulder's population is currently left out- namely the Latino families who are largely unaware of the service and opportunities and how to access them. I would like to focus on mechanisms to improve communication, outreach and access by Latino and low income families.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 6, 2023 11:12 am
1054396299

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 1994 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------|
| Name | Charles HOFFMAN |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Engineer |
| Place of Employment / Retired | Work from home |
| Gender | M Man |

Standard Questions

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

BS Civil Engineering from CU
President of Park East Square HOA
Member of Municipal Communication Board (not the exact title)
Program manager at Ball Aerospace

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

I've used all 3 recreation centers, and 2 of the outdoor pools many times while raising my 3 children, I also enrolled them in summer programs. I use the EBCC fitness room to work out. I play tennis, platform tennis and pickle ball on the city owned courts.

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

At Park East Square we had board members who wanted the association to maintain the green spaces while others wanted to hire a contractor. As the president I listened to all the benefits and concerns about each approach. We then built a table of all those inputs to do line by line trade off. At the end of this process we had a consensus that the on-going cost of using a contractor was worth the potential troubles and risks associated of hiring and managing part time employees, and buying/maintaining the equipment.

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

I don't have any conflicts of interest. I'm not employed by the city, nor is any of my family or close friend. I don't know anyone who works for the Parks and Recreation Department.

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I love Boulder, I went to CU in the 70's I raised 3 children in Boulder, I worked at Ball Aerospace for 34 years, and I use the rec centers, the multi-use paths, Scott Carpenter Park and Pool, and the tennis, pickle ball and platform tennis courts. I hope to help support and enhance these assets and services.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

The board should try to have recreation opportunities for a diverse community, i.e., young to old, able-bodied to disabled, well off to financially struggling, and of course all races and ethnicities.

The board needs to consider the changing climate and the potential for weather related destruction, i.e., facilities need to be robust and the rec centers need to be available as emergency shelters.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

The most critical initiatives from my perspective are associated with Financial Sustainability. The initiatives that identify potential sources of new or nontraditional funding need to be researched. There are a couple of initiatives that appear counter-productive in that they will likely use budget vs. providing financial sustainability. Perhaps those could be lower priority.

The next priority would be the initiatives that support maintenance of the existing assets.

The finances and maintenance are the fundamental building blocks of ensuring Parks & Recreation's into the future, although maybe not the most exciting.

8. 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 with the rec centers, pools, parks, courts and programs both as an adult and as a parent introducing my children to sports and fitness give me an understanding of what works well and what needs help or revision.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 9, 2023 6:21 pm
1055456898

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jan 1972 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|--------------|---------------|
| Name | Clifford Moss |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Retired |
| Gender | M Man |

Standard Questions

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

I have a BS and MBA from the University of Colorado, Boulder. I have a retired CPA license. My career was less in accounting and more in software technology. I was a Corporate VP for Storage Technology in Louisville and a Managing Director for Siemens Corporate(a German company) in Great Britain and Malaysia. I am currently co-founder and president of the BOCO Pickleball Club which started 5 months ago and now has over 400 dues paying members.

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

As President of the BOCO Pickleball Club, I interface with a number of people from P&R.

I was also the coach of a Boulder senior softball team until I retired 10 years ago and worked with a number of employees in P&R as well as Senior Services.

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

Consensus is always desirable whether you are in a power position or a peer position. I always preferred logical arguments as opposed to emotional appeals. The former took a little longer but was more durable. My half times talks would never have been memorable.

A victory is not based on everyone accepting your approach but in accepting a the best approach even with an element of compromise.

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

I am currently the co-founder and president of the BOCO Pickleball Club. If I am selected to the PRAB, I would intend to resign from that position. Not because I believe there is a serious conflict of interest as much as it is a personal time issue. I also believe that the optics of a potential conflict is not healthy, whether that conflict actually exists or not. While pickleball is a great pleasure for me, it is not what I would consider my passion.

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I have lived, worked and raised a family in Boulder over the last 50 years. At the beginning I knew the needs of a young family and now I believe I know the needs from a different perspective. I hope I haven't forgotten the path. I have participated in CU's Senior Auditing program for over 20 years and it has helped me in stay in touch with younger generations and appreciate a spectrum of needs and desires.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

All citizens have the right to a fair and equitable share of the offerings of their community and all communities benefit from the mental and physical health of their citizens. This is not a zero sum game. P&R has to ensure that they allocate resources for the welfare of the community and remember the social needs as well as the physical. Perhaps one of the best measures of a community is how it treats its less fortunate.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

I am pleased to see that the plan includes the goal of integrating senior and youth activities into common programs . Diversity includes a mix of ideas, goals and values which differ with age. Mixing of generations is a method of accomplishing that.

I didn't think the homeless impact issue was discussed sufficiently. What is the balance between providing safe and welcoming access to P&R resources and addressing the homeless issue as a community obligation?

I also don't believe that developing ignored assets was mentioned.

Specifically, Thomas Watson Park. This appears to be a valuable asset that is being wasted and without a plan.

8. What is your experience using the City of Boulder’s parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board?

I have lived and raised a family in Boulder for over 50 years and I have always enjoyed what Boulder has offered through its P&R programs. I have participated or coached city or YMCA Little League, girls softball, youth basketball, golf and senior softball during that period. I have seen my interest in P&R programs change over the years but there was always something that appealed to me as. Today I believe I know the needs of a more elderly community but I have not forgotten the needs of a different and younger generation.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 29, 2023 6:31 pm
1062738035

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|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2021 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---|
| Name | Heather Smith |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | attorney (admitted in CO and NY but inactive) |
| Place of Employment / Retired | unemployed |
| Gender | W Woman |

Standard Questions

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

I have a BA in biology, with a chemistry minor, from the University of Virginia and a JD from CU Boulder. I took a course in non-profit management at CU Denver and a course in marine biology at East Carolina University.

As a law student, I figured out early on that public interest law was my calling. After graduating from CU Law School in 2002, I moved to New York City from Boulder and worked for the Legal Aid Society as a Public Defender for 19 years. I was a staff attorney for 9 years and a supervising attorney for 10 years. As a trial lawyer, I learned the value of preparation and consensus building. I continued to try cases as a manager and also trained and supervised other attorneys.

While in NYC, I served as secretary and president on the Parent Teacher Association at my daughter's elementary school for four years. The PTA Board was responsible for fund raising but also for creating and enhancing community for the school stakeholders.

I'm currently the co-chair of the Parent Connections Association at my daughter's middle school in Boulder. It's been great to work with the school administration to plan social events and lead teacher appreciation efforts. I am also volunteering for the 2023 Boulder Independent Film Festival.

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

I have not had any experience with this Board, but I am very familiar with the services of Boulder Parks and Recreation (BPR). My family and I are frequent users of the amazing parks, courts, and bike paths 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.

Criminal defense attorneys must have excellent negotiating skills. Not all cases can be tried; most of my clients needed and wanted to resolve their case with a mutually agreed upon disposition. It was my job to spearhead those discussions. While always advocating zealously for my clients, I understood that compromise was important. After years of talking to prosecutors and judges, I'm good at seeing all sides of an issue and working through conflict to reach a resolution.

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

I have no conflicts of interest.

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I am a frequent user of the BPR system. I'm also passionate about sustainability and feel strongly that exercise and community make our lives infinitely better. While at CU, I took classes in environmental law, and prior to law school, I helped organize a solar homes tour. I want to give back to the place I plan to live for the rest of my life and believe that the BPR Board would be a good fit for my talents and interests.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

The Board should consider ways to improve the quality of life for all Boulder residents. We need to come up with equitable and environmentally sustainable solutions when deciding how to best allocate BPR's limited resources. We should find ways to enhance and improve the programs, parks and facilities that we already have, but we also need to be open to developing new, environmentally friendly facilities, like courts and pools, to accommodate Boulder's growing and aging population.

7. Please review the "Where We are Going" chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department's investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation's success into the future.

The BPR Master Plan Update does an excellent job of laying out goals and initiatives for the future. While all of the initiatives outlined in the Plan are incredibly important, I believe several stand out. It will be crucial for BPR to pursue non-traditional funding, like grants and sponsorships, to affect real change. We also need to ensure the longevity of Boulder's parks and recreation facilities since they are such an asset to our community. Finally, we need to make sure that whatever improvements or additions we do make, comply with our commitment to slowing climate change. Our natural resources are what makes Boulder such a special place, and plans for our land and water should be thoughtfully developed and implemented.

8. 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 live near Columbia Cemetery. I love to walk through those peaceful grounds and enjoy how special and historic it is. I bike Boulder Creek Path, I shop on the Pearl Street Mall, and I've hit balls at Flatirons Golf Course. I'm an avid tennis player, and I regularly use Boulder courts for tennis and pickle ball. Racket sports are a wonderful way to exercise your mind and body. My daughter loves to ride at Valmont Bike Park, and she has done a summer camp session at the Pottery Lab and tennis lessons with Gonzo at North and East Boulder Recreation Centers. I've had a great experience with the BPR system and want to do what I can to make sure it continues to be such an amazing asset to our community.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 26, 2023 1:10 pm
1061836276

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jul 2016 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------------------|
| Name | Jennifer Robins |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Telecommunications Real Estate |
| Place of Employment / Retired | Insite, Inc. |
| Gender | W Woman |

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

I graduated Depaul University in 1999 with a Bachelor of Arts Degree. My major was Communications with a Pre-Law Minor. My community involvement experience includes the following:

I was a founding member of the professional organization Women in Film Chicago which promotes the role of women in the media industry. I created by-laws, set up guidelines for membership and sponsorship opportunities, appointed the inaugural board of directors, established, and coordinated monthly events. I organized all business functions of the organization including establishment of the corporation, accounting, and the initial formation 501(c)(3) status. I also supervise finance, PR and acted as liaison between Chicago Chapter and WIFT International Board of Directors.

I volunteered for the Chicago International Film Festival as an Associate Board Co-Chair. Duties included leading the committees for the annual Oscar Gala, Achievement Awards, associate board functions, setting the profit goals for these events, and seeking out and overseeing annual Film Festival support

I am currently a troop leader for the Girls Scouts of Colorado. I have led two troops for 5 years. They are now Juniors and Cadettes. Our focus is on community and environmental activism in Boulder County. Our projects have included donations of time, goods, and services to the Boulder Valley Humane Society, EFFA, Attention Homes, A Precious Child, Hometown Hero's, Share-A-Gift Toy Drive, and the Boulder County Foster Program. We have recently presented a pollution education program and storm water program to the Town of Superior.

I served as the Shires of Inverness II HOA Board president from 2013-2016. Duties included running the board meetings, reviewing, and approving budgets, property management and sub-committee reports, managing the reserve fund, awarding major contracts, and managing contractors for projects including full community home roof and road replacement.

Other Boulder volunteer positions have included Boulder International Film Festival Volunteer (2017), Horses Make Miracles Volunteer (2020-2022), and Boulder Country Club Swim Team Committee (current).

My professional experience includes both telecommunications and video production. Telecommunication projects include wireless carrier technology upgrades and dark fiber conversion throughout city of Chicago, copper to fiber conversion for telecom sites throughout Illinois and Wisconsin, in-building DAS at major and public venues, and small cell and oDAS installations. My experience includes vendor management, supervision and negotiation of leases, amendments, and licenses with property owners and management companies. Duties also include environmental and regulatory tasks including NEPA/SHPO research and filings. I also provided preparation groundwork for zoning and building permit obtainment.

Procurement of necessary zoning approvals and building permits while closely following municipal processes and time frames, and presentation before the counsels.

My production background includes producing broadcast commercials and test spots, corporate branding, and television shows. My experience in this role includes bidding production costs as well as, supervising all film crews, locations, equipment, set design, actors, and shooting schedules. I also monitored all financial and creative intentions and ensured projects stayed on target. I served as director of PR, marketing, and client relations and as a member of the executive board of the company. I am currently a shareholder of a post-production company that has physical offices in Downtown Boulder, Chicago, and Raleigh.

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

No

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

Generally, I believe I handle conflict well. I am a fact-based linear thinker and tend not to get emotional. I understand that people have different opinions, which may lead to conflict. As an example, when I served as HOA Board President, we had several residents that were not in favor of our roof replacement project. It was a special assessment that was to be charged to each household. During our board meeting where this was announced, we listened carefully to the concerns of the residents. We then held a special board meeting where we brought in experts to inform the residents of the need for roof replacement. We also worked with multiple contractors to assure the best price. Lastly, we worked with our management company to secure possible loan terms with a bank for those who might not be able to pay the total assessment at once. In the end, all roofs were replaced with no resident pushback.

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

None

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I would like to join the PRAB because I believe that Parks and Recreation is one of the most important aspects of local government. A strong Parks and Recreation department allows for a sense of community, well-being, and quality of life. These factors are instrumental in maintaining a thriving community, I would like to be involved in the policy direction and help to shape future policies, goals, and initiatives of this department.

I believe my professional experience and logic-based approach to problems are the best tools I can bring to the Board. My tenure on multiple boards lends to a good overview of overall board procedures. My experience in the telecommunications field has allowed for firsthand experience with jurisdictions and their processes. I am well versed at working with and understanding property owners and local governments.

In addition, the Girl Scouts have provided me the unique opportunity to learn about several Boulder County resources. These include our parks and open spaces, outdoor concepts such as "leave no trace", pollution education, the Boulder judicial system, reservoirs, water conservation, and storm water pollution. I have had the opportunity to form professional relationships with the Mayor of Louisville regarding city planning, NREL and their local energy research, and the Keep it Clean Partnership.

In 2022 I visited the once-in-a-decade Expo Floriade in Amsterdam. At this exposition, countries from around the world showcased their vision for green cities. It was a large-scale lesson in sustainability and highlighted the need to develop green and sustainable solutions. Examples of these showcases included Qatar's "Desert Nest" Belgium's Regenerative Garden, Suriname's miniature jungle, and Germany's Biotopia. I learned many amazing things at this event and would like to bring this knowledge to Boulder.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

At the current time, I think the most important initiative is ensuring funding goes towards maintaining the current infrastructure. It is my opinion that Boulder has a wonderful set of facilities. The 3 recreation centers, 40 playgrounds, and 53 miles of paths sidewalks and trails are amazing amenities for our residents. These amenities, plus the numerous others offered by Park and Rec, are the gem of Boulder. Considering Boulder's possible push for ADU's, continued development and the planned addition of affordable housing, I think it is important to think of different ways to supplement the existing taxes, funds, and community fees that go towards the PR budget to account for our growing community. I think this can be accomplished through fundraising, corporate and family sponsorships, personal donations, and developer fees.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

I believe that building community and relationships is one of the most Important initiatives. Community involvement and public dialogue is instrumental in the governmental process. Engaging community groups for fundraising, expanding relationships with BVSD, continuing public comments at board meetings, and making parks safe for all, are critical for success.

As I mentioned above, I think the taking care of what we have is paramount. We are lucky to have such amazing services. Working to close the funding gap using fundraising, corporate and family sponsorships, personal donations, and developer fees will be helpful in supplementing the existing fees and taxes.

In addition, I think youth involvement in the PR department will make for a continued vibrant community. Creating a place for teens to gather in person and teen focused events are additional interests I would like to focus on if chosen for the PRAB.

8. 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 lived in CO for the last seven years. During this time my children have participated in the Boulder Rec swimming, tennis, and gymnastics program. We have mostly frequented NBR but have also visited EBR. My daughter will be moving from Cats gymnastics back to NBR gymnastics in the fall to try out for the team. They have utilized the First Tee program at Flatirons Golf Course. In the summer we use the Reservoir for swimming and small craft. For the last two years we have had both a paddle board and kayak small craft permit. My children also visit the pool at Scott Carpenter and use the skate park there as well.

As a family we utilize the parks and trail systems regularly. We hike Chautauqua, Coot Lake, Eaton Park, Heatherwood, and Boulder Creek Path, Valmont Bike Park, and are regular visitors to Pearl Street Mall. We use the punch cards at NBR for the gym and for drop-in workout classes. We take the dog to Twin Lakes, Foothills, and Valmont dog parks.

My enjoyment of the BPR amenities has provided me with an overall view of what is available to residents. This will help me to understand the current and future needs of all residents and how the PRAB can help to achieve the goals set out in the Master Plan.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 29, 2023 10:55 am
1062652532

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Oct 1987 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|----------------------------|
| Name | Jill Oliver |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Self employed |
| Place of Employment / Retired | consulting for Healthycell |
| Gender | W Woman |

Standard Questions

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

I was board chair of Summit Middle School for 4 years and just rolled off the board last year. I am the fundraising coordinator for Fairview High School Marching band. I'm in my first year on their band board. I have had my own business in Boulder and have been Vice President of Sales for New Hope Natural Media (now informa) and ran the worlds largest natural products shows in the world.

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

no

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

My technique is to listen to all sides of a situation and leaving my personal feeling out of it. I do believe that work can get done if I focus on the greater good of the community. During covid when I ran the board for the school, I had parents with different views calling and emailing me with demands. I invited them to talk at a board meeting, listened to everyone of them. In the end when decisions were made, I could sense that people were much calmer. Listening is so important! Whether I agree or not!

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

none

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I am a tennis player, pickleball player, runner and hiker! I love our great parks department and do feel like they do a very good job. I bring a very creative mind, my listening skills, communications skills and passion. I get along with everyone!

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

community needs vs community wants, and good measure of what other communities offer that we could try. Partnering with local businesses, survey's and community engagement is always helpful.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

by continuing to take care of what we have and expanding on that. Partner with local tennis centers, schools, businesses to help fund and share space. Close the funding gap is one of the most important goal that I can relate to with my background. <identify services that can generate funds to support other programs> I can help with that!

8. What is your experience using the City of Boulder’s parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board?

I play pickleball several times a week and do know that a pickleball/tennis facility (indoor) is something I would love. We currently drive to Broomfield and Westminster to play. I also am a daily hiker. I love Boulder and love all of our wonderful facilities. I am someone who also believes in the great good for the community. I enjoy brainstorming and coming up with creative ideas.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 19, 2023 1:47 pm
1059221110

| | |
|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 1999 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|----------------|
| Name | Matthew Vawter |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | retired |
| Place of Employment / Retired | retired |
| Gender | M Man |

Standard Questions

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

Throughout my life, I have participated in teams/groups and served in leadership capacities. As a youth, I was very active in boy scouts and ultimately became an Eagle Scout. My education includes a bachelor of science degree in Business and an MBA in international business which provides me with logical and analytical skills. I have served on three boards: 1) I was a mayoral appointee to the board of the Denver Botanic Gardens in the 90s 2) I have served on the board and served as the treasurer for the Boulder Dushanbe Sister Cities organization and 3) I helped start and served on the board of the Boulder Velo Racing (cycling) team here in Boulder. Prior to retiring, I served as a career product management professional in the software industry which constantly required soliciting stakeholder input and seeking group consensus as well as executing on decisions.

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

None other than being an active and very interested consumer of both Boulder parks and rec centers. In fact, I saw notice for this opening at the NBRC today!

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

As mentioned above, dealing with group consensus, resolving conflict and, in many cases, brokering compromise is part & parcel of being a product manager, a field in which I served for 30 years as a software professional. Over the course of my career, I dealt with many situations where the goals of the Sales and Marketing teams were different than the goals of the Engineering and Support teams. Once such example is a situation where the company needed to deliver a new product in a specific month in order to hit revenue goals and customer commitments. On the other hand, some of the features of the new product were not yet complete and had not passed quality testing. A product manager is right in the middle on this conflict. Working with all stakeholders including execs and finance, I was able to broker a resolution where we shipped the physical hardware product, de-scoped the unfinished software features from the initial release and then delivered the additional software features in future software releases. While this required consensus building and logistical efforts, this resolution was ultimately successful in the marketplace.

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

I cannot think of any since I am retired from corporate life and have no investments in related businesses.

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I enjoyed a wonderful 35 year career along with the financial benefits associated with the software industry. I consider myself very lucky! Now that I am retired at the ripe age of 59, I want to give back to the community in which I live. I work regularly at the Boulder Food rescue but feel like I have more to give. As an avid hiker, trail runner and cyclist who frequently enjoys the Boulder open space and rec centers, I am a not only a user of these resources, but an advocate as well. I do realize there is often conflict that arises between hikers, equestrians and cyclists in the open space. I hope to use my conflict resolution skills to strike a reasonable balance between these different interests.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

There are many users of the Boulder County open space and Recreation Centers. This a natural outcome of serving a diverse community in a place as outdoor and fitness oriented as Boulder. However, once one transcends the individual differences, there are likely to be higher, shared values that are common amongst these stakeholders such as environmental responsibility and as well as goals for diversity and inclusion. By agreeing to higher level goals and objectives, a strategy could be devised that helps stitch together the various interested parties.

7. Please review the “Where We are Going” chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department’s investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation’s success into the future.

It seems that funding is flat/constant and annual expenditures are historically rising to the point where a loss is forecasted in 2026. Consequently, finding new "ways to creatively achieve financial sustainability" is the task at hand. First, I would commend the level of financial analysis in anticipating such a situation well ahead of the crisis. This is impressive! This tells me that there is good financial stewardship taking place and a high level of functionality on the board. Additionally, I would comment that this situation is not unlike running a business in which tough decisions may need to be taken in terms of priorities and a solid strategy should be in place that is well articulated and agreed upon by most if not all the important stakeholders. I am sure that this is the purpose of the Master Plan so again, well done. Third, I would conjecture that the board has a good handle on costs in that cost recovery has increased from 83% to 90%. Lastly, that leads to revenue and funding. While some detail on funding is available in the report, what is not clear to me is if there is additional upside in the funding potential. In sum, with good handle on goals and the management of costs, top line funding may be the logical place to focus to avoid the projected shortfall in 2026 <but these are simply the cursory views of an outsider>.

8. What is your experience using the City of Boulder’s parks and recreation services, facilities, and programs, and how might that inform your efforts on the Board?

As mentioned above, I extensively use the Boulder County open space for hiking, running and cycling. Living 1/2 mile from the NBRC, enables me to use the NBRC frequently. I saw the notice for board availability on the door to the NBRC this morning. As an active user and advocate with previous experience on boards, I believe I am an excellent candidate. Further, being retired, I have the time for such as appointment and the real desire to give back to my community.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 19, 2023 4:53 pm
1059289090

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|---|--|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 14 Parks and Recreation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jul 2019 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-----------------------|
| Name | Patricia Emser |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Occupation | Technology Consultant |
| Place of Employment / Retired | Deloitte |
| Gender | W Woman |

Standard Questions

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

I, Trish Emser, work in professional technical consulting and have an MBA. I first lived near Boulder in the early 1980's when I fell in love with this city. Our family returned here in 2019 as my son started Grad school at CU. I would be honored to serve in Boulder--a city that I consider my community. When my sons were young I served on the IRB Parks & Recreation Board as Chairman (Indian Rocks Beach, FL). In that role I dedicated my effort toward aging city parks; making them safer and more engaging for youth, while working closely with the IRB City Commission from 1999 - 2002. In 2002 I was appointed to the IRB City Commission based on my track record of doing the right thing for citizens. In the early 2000's I also served on the Pinellas County Bicycle Advisory Committee (supporting improved bike lanes to reduce injuries).
I was also on the steering committee of the YMCA of the North Beaches, where I was named Volunteer of the year for helping to establish a partnership summer program between the city and the Y.

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

Not in the city of Boulder other than reviewing the BPR recent meetings. I am a frequent visitor to the parks, and my sons are active participants at the Boulder Rec Centers.

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

In my role as chairperson of the IRB Parks & Recreation Board, we were reviewing the proposed plan for a new skate park--before they were mainstream in many communities. There was a lot of passion, both for and against the skate park which was targeted near a residential area. During a key input meeting with citizen involvement, much of the crowd became very animated, so much so that it caused a medical event for one of our board members. Fortunately, our board member got medical attention quickly, the meeting resumed and we promised to address the concerns for loitering, legal liabilities (through skate park membership and waivers), and noise abatement while focusing on the positive outcome for our youth. The skate park plans were eventually approved, and the citizens appreciated that their voices and concerns were proactively addressed and communicated along the way.

(<http://www.visitindianrocksbeach.com/index.php/things-to-do/item/2-indian-rocks-beach-public-parks/54-indian-rocks-beach-skate-park>)

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

None known.

Parks and Recreation Advisory Board (PRAB)

5. Why do you want to be on this board and what unique experience or perspective would you bring to its work?

I believe in giving back to my community, and serving based on listening to our citizens in alignment with the goals of our city. My style is collaborative in seeking out opinions, thoughts and ideas, and with my consulting background I bring strong organizational skills to help summarize and present information in visual ways. In addition, I care very much about diversity, equality & inclusion, supporting objectivity and fairness for all.

6. Parks and Recreation has limited resources and is asked to support many different interests and balance many requests to achieve its mission of promoting health and wellbeing for the entire community. Given this, what should the Board consider when allocating its limited resources?

Given limited resources and competing priorities, I feel that the Board has an obligation to first align with the overall goals and prescribed mission. Second, using techniques leveraged from business, apply techniques and visualizations to help our communicate priorities and value (what's in it for our community), related to decisions/allocations. I'm very impressed with the thoughtful and comprehensive BPR Master Plan, and trust that many other citizens of Boulder are in support of the initiatives underway.

7. Please review the "Where We are Going" chapter of the 2022 Parks and Recreation Master Plan (starting on page 61), which includes the strategic plan that will guide the department's investments and decisions for the next 5-7 years. Please share your thoughts on what initiative(s) will be most critical to ensuring Parks and Recreation's success into the future.

There are a lot of initiatives! That said, I believe that the following items are critical:

1. Local trends: Parks (Loved to death, Tree canopies, Illegal use)
2. Local trends: Facilities (Staying in touch with changing needs, and leveraging existing spaces to adjust including dog parks, and visitors)
3. Local trends: Programs (Targeting all demographics, accessibility, volunteerism--including leveraging for all types of programs and challenges in shaping the community spirit into the parks)

8. 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 (including my husband and 2 Sons who are in their 20's) all live in Boulder. My husband & I frequent many parks of Boulder, as avid hikers and bicyclists. We especially love the openness of Boulder Reservoir and how it supports diverse activities, including connection to other open spaces. I expect to be a member of the rec centers within this year, and as a person nearing retirement I very much look forward to "older adult" recreation options within Boulder. I believe that as an active family member, focused on physical and mental health, that my participation in BPR's services will continue to increase and help me "live the experiences", connect with our community and better inform work on the BPR, should I be selected to serve.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Transportation Advisory Board

Council Action Requested:

Seat #3 - Appoint member for 5 year term through 3/31/28

Current Members:

| | |
|------|-------------------------|
| 2027 | Rebecca Davies |
| 2026 | Ryan Schuchard |
| 2025 | Tila Duhaime |
| 2024 | Alex Weinheimer |
| 2023 | Maria (Triny) Willerton |

Occupation:

| |
|----------------------------------|
| Data Analyst/Program Manager |
| Director for Innovative Mobility |
| Attorney and Homemaker |
| Planner |
| President and Founder |

Status:

| |
|----------|
| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Occupied |

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 22, 2023 7:01 am
1060063246

| | |
|---|------------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 16 Transportation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Sep 1978 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|-------------------|
| Name | Carl Lawrence |
| Email | |
| Home Address | |
| Home Phone | |
| Mobile Phone | |
| Work Phone | |
| Occupation | Energy Efficiency |
| Place of Employment / Retired | EnergySense, LLC |
| Gender | M Man |

Standard Questions

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

I have decades of experience in energy efficient transportation ranging from mass transit technologies to electric vehicles and aviation. I've founded, and co-founded, companies to manufacture hybrid-electric transit buses, build electric vehicle battery systems, develop bicycle accessories, and engineer fixed-guideway transit networks. I've also managed an engineering team building an electric powered aircraft, taught a course in ultra-efficient vehicle design, and self-published "Green Mobility - 70 Ways to Save Gasoline".

My scientific approach to transportation problem solving is balanced with managerial skills focused on teamwork and inclusion. I delegate as well as perform detailed engineering work founded in fundamental physics. I arrived in Boulder 45 years ago and have enjoyed the benefits of an innovative and proactive approach to mobility somewhat unique to our community. I strive to select work locations that allow for biking or walking commutes.

Currently:

Member of Boulder Airport Technical Noise Committee,
AOPA (Aircraft Owners & Pilots Association) Airport Support Network volunteer representative,
CEO & Chair of Swift Tram, Inc. (Fixed-guideway, automated transit network start-up),
President of EnergySense, LLC (Energy efficiency expert for mobile and stationary applications),
Board of Directors - Experimental Aircraft Association, Boulder Chapter,
President of Solar Hangar, LLC (Developer of net-zero energy aircraft hangars),
Denver Electric Vehicle Council (Past president for 10 years).

Previously:

American Lung Association of Colorado,
Denver Clean Cities Board VP (DOE program),
Boulder County Clean Air Consortium member,
CU Denver Engineering Leadership Council,
Nonprofit Board Member Course from Colorado Secretary of State office,
Masters in Business Administration - organizational behavior,
Colorado Army National Guard Detachment Commander - leadership experience,
Founder, CEO and Chair for Eetrex, Inc (Plug-in hybrid-electric vehicles),
Founder and VP of Columbine Bus, Inc. (Hybrid-electric shuttle buses for Denver RTD)

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

I've provided analysis to the City (or TAB) on the calculated emissions from the Valmont electric plant for charging electric vehicles as compared to similar gasoline fueled vehicles.

I've also responded to a request from the City (or TAB) to determine electric bicycle power limits for use on bikeways and multi-use pathways. I suggested weight and speed limits since even a low powered bike could travel at excessive speeds when streamlined with an enclosure. For example, a fully-enclosed recumbent bike could achieve 35 mph with a 200 Watt motor.

My previous company, Eetrex, supplied Prius PHEV plug-in conversions to the City's fleet, which might be considered under the services the TAB oversees.

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

Probably the most challenging conflict dealt with the future of Eetrex after the total loss of a customer's vehicle when our product caused a fire. Although no one was hurt, it was a significant setback to our company, and had some impact on the plug-in hybrid vehicle conversion industry. While emotions ran high, I focused on maintaining a rational and objective demeanor with the engineers and company shareholders. I traveled to our supplier's location to participate in the product dissection and analysis, and brought back a dispassionate report to the other engineers. This allowed our management and engineering teams to resume their work and focus on the positive goals of the company.

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

I am CEO and Board Chair of Swift Tram, which is a startup in the field of fixed-guideway, automated mass transit. Of course, I would recuse myself on any issue related to Swift, as required by good governance standards.

Transportation Advisory Board

5. What are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take to work with the business community, neighborhoods, and interest groups to address these issues?

The City has seen a lot of improvements in mobility over the decades, although congestion, noise and air pollution are still impacting our quality of life.

Since RTD's FastTracks never brought light-rail to Boulder, bus rapid transit has been substituted for that fixed-guideway system. I believe RTD should consider an automated suspended monorail above the median of highway 36, which is cheaper than light-rail and provides frequent 24/7 service. This technology could also move students around CU and visitors in and out of the downtown area.

Downtown and hill traffic from drivers looking for an empty parking space would be reduced with the use of Smart parking meters that adjust rates based on utilization and show empty spots on an app.

I believe Boulder was the first airport in the state to install an aircraft charger, which serves as a catalyst in the transition to cleaner and quieter, electric aircraft. I would push for the airport to start supplying unleaded fuels as soon as possible. And, as suggested in the TMP Action Plan, there will need to be consideration of package deliveries via drones in place of the large delivery trucks currently being used. I can see a future when FedEx and UPS build distribution hubs at the Boulder airport where larger autonomous transport aircraft bring cargo from the Denver airport, and small drones deliver the cargo around town.

Traffic signals appear to restrict road capacity, suggesting that Smart Signals might increase the capacity. Independent style Smart Signals would be a lower cost solution and could be used throughout the city to also improve walking and biking.

The City should evaluate the implementation of high-speed bikeways within the city and connecting to the surrounding communities. High-speed bikeways connecting Louisville, Lafayette, Superior and Longmont would be designed for the faster human powered and electric powered bikes, eliminating the rider's fear of being hit by a car, or hitting a pedestrian. The speed limit could be set at 25 or 35 mph instead of the 10 or 15 mph currently set on some downtown pathways.

6. What personal experience do you have that can lend to the advancement of diversity, equity, and inclusion on the board? What ideas do you have to better engage with and serve historically underserved community members?

I grew up in a military family, attending over a dozen primary schools, including two in Atlanta during the civil rights movement. Other schools self-segregated based on ethnic origins leading to heightened levels of violence among the students. Some students in one mid-western school bragged about keeping non-whites out of their county. Witnessing a full spectrum of ethnic and racial issues during my childhood led me developing stronger empathy and understanding as an adult.

During my formative years, one's sexual orientation was never overtly discussed except as some form of ridicule. At one of my first jobs out of high school I met Frank, who was openly gay. We became friends, along with his partner. This experience eliminated the cultural bias I grew up with.

Although the engineering teams at both Eetrex and Swift leaned toward a male majority, the managers, C-level and board members were an even gender balance.

I believe that underserved communities in Boulder, and across the world, will have greater opportunities when mobility is seamless and ubiquitous. There is an entire range of technologies that can move us toward a more equitable use of land and greater accessibility to mobility.

Historically underserved communities are burdened by the requirement to own and operate privately owned vehicles (POV) when they are not able to rely on a public transit system. Economically challenged people end up paying a far greater percentage of their income on their POV than those with greater incomes. Also, studies have shown that transit users walk more than POV users and tend to be healthier.

7. What is your assessment of how Boulder is doing against implementation of the Transportation Master Plan (see, for example the 2020 Transportation Report on Progress) and what can be done to improve performance?

Other than the \$5.5 million grant the Boulder Municipal Airport was never mentioned even though the 2019 TMP Action Plans does call for updating the Airport Master Plan and work with the public airport to broaden its value to the community and prepare for any Advanced Mobility opportunities that may utilize it for passenger or freight delivery.

The vision, goals and objectives are well defined, and the 2020 Transportation Report contains a very organized evaluation process. The City is making good progress, although the 2020 report is dominated by the impacts of the pandemic. The extensive metrics allow for objective evaluation of each program.

It appears that the City and TAB are willing to experiment with innovative ideas, especially on the Vision Zero program. I believe the experimentation is a good thing and should also include more advanced technologies. For example, the City might evaluate the use of fully enclosed, human powered, with electric assist, delivery and service vehicles. Would these low-impact, although larger vehicles, be used on the pathways or on City streets with lowered speed limits?

8. How do you view the relationship between the goals of expanding mobility options and electrifying transportation—for example the potential, priority, and interdependence among the two?

Much of my career has been focused on the electrification of transportation. I co-founded Columbine Bus where we built hybrid-electric shuttle buses for RTD's 16th Street Mall-Ride. I was also the lead founder of Eetrex where we converted Priuses and Ford Escape hybrids into plug-in hybrids (PHEV). The Eetrex conversions doubled the fuel economy of the Prius to 100 mpg. We converted a dozen Priuses and about 65 Ford Escape hybrids. We also developed the "Inverger" for Xcel to draw energy from electric vehicles to meet demand during high electricity use times of day. A recent report stated that electric school buses with bi-directional chargers were generating \$10,000 in revenue over a summer.

I headed up the engineering team for Bye Aerospace where we converted a Cessna 172 Skyhawk to battery power.

I led the Denver Electric Vehicle Council for ten years, where we educated the public about electric vehicles.

In 2012 we founded Swift Tram to build automated, electric, elevated fixed-guideway, mass transit. The system could operate 24/7 and most proposed installations could be completely powered by solar energy.

Electric propulsion provides far more mobility options than any hydrocarbon based fuel technology. Electric transportation technologies are far simpler, with far more applications than any other energy sources. One-wheels, Segways and electric skateboards provide the smallest options, while electric buses, electric aircraft and electric fixed-guideway ATNs covers the other end of the mobility spectrum.

A future mobility app will respond to a meeting request by scheduling an autonomous neighborhood electric vehicle (NEV) to locate and pick up the rider, and take them to an ATN station for longer distance travel. Another autonomous NEV will greet them at their destination to take them to the final meeting location. Mobility will then be seamless and ubiquitous.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 30, 2023 7:41 pm
1063183792

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|---|------------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 16 Transportation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 1985 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|--------------------------|
| Name | DAVID Martus |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Director |
| Place of Employment / Retired | GSSG Solar |
| Gender | P Prefer Not To Answer |

Standard Questions

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

As a transportation omnivore (bike rider, car driver, walker, bus passenger), I am keenly aware of the impacts each one has on the other. This broad-based perspective provides me with an excellent understanding of the various systems (multi-use paths for instance) and the impact that changes to one system has on all others.

My career has included significant travel and being naturally curious, I have explored many cities, large and small via walking, mass transit and biking. This experience would bring new ideas to TAB.

Lastly and maybe most importantly, I am a keen observer and naturally curious. I believe that these traits would be a great match on the TAB.

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

I have kept up an active dialogue with both the Transportation Department, TAB and Council on a wide range of issues as well as reaching to other agencies such as CDOT. I was an early and strong advocate to CDOT and the city to work together to expand eastbound US36 at Table Mesa from two to three lanes. Prior to the change, traffic was backing up deep inside the city on Foothills, US 36 and Table Mesa. Beyond the immediate traffic issues, the secondary issues created were air and noise pollution, diversion of cars to local streets and significant delays for mass transit.

Locally, I have learned a tremendous amount about how the Transportation Department works/allocates its resources from my dialogue with them. I have been a strong advocate to prioritize street repairs/repaving where bicycle traffic is heavier and to increase the effectiveness of the street sweeping program for on-street multi-use paths. This is still a work in progress as I have not seen much of an improvement in this area for many years. I feel strongly that this type of maintenance would provide greater comfort to those who are reticent to use their bikes more often.

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

As a member of the Investment Committee ("IC") in my current and previous job, there are many voices with strong views at the IC table. At both organizations, many IC meetings started with strongly divergent views. As a member of the IC, though not part of the investments group (similar to being a member of TAB), I focused on asking lots of questions and working to thoughtfully bridge opposing viewpoints with the ultimate goal of a consensus decision. Through active listening and asking lots of questions, we were able to reach a consensus most of the time.

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

None

Transportation Advisory Board

5. What are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take to work with the business community, neighborhoods, and interest groups to address these issues?

I continue to see significant progress in meeting the progress on goals. Highlights include the 20 is plenty program, LPIs, and cost-effective methods of using for reducing speed like on Mohawk/Aurora in east-central Boulder. The NECO program is great, however, taking a quick look at the map reveals low access in areas of the city that may benefit the most from the NECO program.

In terms of changing habits to be less car-dependent, the impacts from Covid-19 have been significant and potentially long-lasting. Transportation funding suffered, the ability to measure usage shifts for 2020 to present are largely not relevant to long-term planning, though insightful on their own with the biggest impacts yet to come.

Work patterns appear to be significantly changed (permanent is too strong a word) for a big percentage of the workforce (almost exclusively white-collar jobs), while transit use and availability are both down by large numbers (biggest impact to service workers) with car use up significantly. The inability of RTD to run the FF2 service is hugely disappointing with labor availability being a big factor (though in recent correspondence with RTD, partial FF2 service is slated to return in May 2023).

Adapting a thoughtful pragmatic approach that takes into account the huge variety of inputs would stand a strong chance of delivering the best results, all things considered. The second and third derivative effects from base policy changes can be substantial.

6. What personal experience do you have that can lend to the advancement of diversity, equity, and inclusion on the board? What ideas do you have to better engage with and serve historically underserved community members?

For the last 11 years, I have worked for companies that are very diverse with a majority non-white workforce. This provides valuable exposure, understanding and perspective.

In terms of serving historically underserved community members, spending time in their shoes would provide a valuable perspective. For instance, spending time traveling from home to work with them would better inform the TAB on how to cost-effectively attack the key points of pain. These might be last-mile issues, service frequency and/or reliability.

7. What is your assessment of how Boulder is doing against implementation of the Transportation Master Plan (see, for example the 2020 Transportation Report on Progress) and what can be done to improve performance?

Balance is probably the biggest challenge to managing a wide range of priorities. Collectively, the broad goals of reducing SOV trips, increasing electrification, improving pedestrian and bike safety, etc. are almost universally agreed to. The devil is in the details as seen by the community response to reducing southbound Folsom to a single several years ago reminding us that all politics are local.

Broadly speaking, the incremental improvements that have been undertaken should continue. They are working, full stop.

On the bigger stage, where can we look elsewhere in the country/world for solutions that have been implemented and work? For instance, Denver offers a significant rebate for buying an electric bike (I know it is in the works in Boulder). Bikes must be purchased locally to qualify for the rebate (supports local business). Would a program like this accelerate Transportation goals? To some degree, I think so. Maybe the rebate could be adjusted to income to not put another toy in affluent garages.

Maybe something as straightforward as a trip planner (UPS has their drivers make right turns 90% of the time (<https://www.cnn.com/2017/02/16/world/ups-trucks-no-left-turns/index.html>)). could reduce vehicle miles traveled combined with incentives to only make one trip a day for instance.

The Business community is generally desirous of providing easy access to both their employees and customers. This generally includes ample reasonably priced (or free) parking, high frequency and reliable mass transit along with micro-mobility solutions to bridge the last mile to those who utilize mass transit or live just outside a reasonable walking distance. These interests are often in conflict with each other (especially the more/cheap parking v. city goal to reduce SOV trips.

Solving for this requires active listening and pragmatic solutions. An intelligent mix of incentives/disincentives that are logical and fairly applied would stand the best chance of success. Having a pool of funding for the incentives could be drawn from a head tax. Denver's Occupational Privilege Tax ("OPT") could be used as a model. It is \$5.75 per month for employees earning \$500 or more per month. At just over 1% for those at the minimum threshold, it is not a punitive amount. With 99k jobs in the city (Boulder Economic Council) and a guess that 60K (likely more) would pay the OPT, annual revenue of \$4.14MM would be generated.

8. How do you view the relationship between the goals of expanding mobility options and electrifying transportation—for example the potential, priority, and interdependence among the two?

As a driver of an EV, I have seen the benefits and challenges of electrification. Adding in electric mobility options is a complex area.

Electric vehicle access/benefits largely accrue to single-family homeowners and residents of newer apartment buildings that can accommodate the charging infrastructure (higher-income residents by and large). Certainly, we all benefit from a reduction in air pollution from an increase in ZEV's.

In that regard, electrifying local buses and city-owned vehicles make a huge amount of sense as the Transportation Master Plan ("TMP") calls for. These vehicles travel on fixed local routes and are parked overnight in centralized facilities conducive to vehicle charging. Additionally, under Xcel's time of day plan (coming this year to Boulder I have heard), electricity rates are the lowest overnight. This would serve to reduce air pollution, provide significant lifetime savings and show leadership in the community. The new IRA legislation contains numerous positive provisions in this area.

How can we expand these benefits (30% community electrification by 2030) across a broader cross-section of the community is a great question. It will be interesting to see the data on scooter use for instance. Is it providing micro-mobility to those most in need or is it a replacement for CU students that used to take the Williams Village bus or from walking? Is it reducing vehicle use or encouraging sloth? and most importantly, are scooter's putting too many people in the hospital. Maybe e-Bikes, in use, are the better solution.

Would the installation of charging stations in locations where there is a higher percentage of underrepresented members of the community be useful or are electric bikes (like now available) a better solution. Could adding cargo e-bikes reduce vehicle travel for instance? Boulder's variable climate presents significant challenges to full-time reliance on scooters or bikes.

Another consideration of public (privately run) charging stations is the cost. Charging at home costs roughly \$0.12kWh while looking at the cost of fast charging (EvGo) in Boulder comes out to roughly \$0.48kWh. In some cases, rates are well above \$1.00kWh. This negates a significant amount of the savings from a gasoline-powered vehicle and is certainly a hardship for lower-income drivers.

Electrification is certainly looking like the future of vehicle transportation and will go through times of both promise and challenge. Overall, I am excited about the ongoing transition and believe with the correct amount of carrot/stick policy, we can be a fast mover in this area. It is critical to be mindful of the DEI issues in this area. Xcel offers an extra \$3k to lower income households and the IRA regs place a income limit to the full \$7,500 EV rebate.

Form Name:
Submission Time:
Unique ID:

Boards & Commissions Application
January 22, 2023 6:05 pm
1060197594

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|---|------------------------------------|
| Submission Year | Jan 2023 |
| Board or Commission Applying For | 16 Transportation Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Jun 2016 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---------------------------------|
| Name | maria "triny" willerton |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | President and Founder |
| Place of Employment / Retired | It Could Be Me non-profit 501c3 |
| Gender | W Woman |

Standard Questions

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

I have been advocating for Road Safety since 2018 after surviving a horrific crash on my bike that would have killed most. I testified for Bill 175 at the State Capitol, now known as the Vulnerable User of the Road law. I founded a grassroots movement called #itcouldbeme, now an official 501c3 non-profit organization. I serve on the Board along with nine well-respected and talented individuals, including five Boulder residents, Stuart Mann, Mark Sunderland, Mo Siegel, Rachel Joyce, and myself, three additional Colorado members --Pete Piccolo from Denver, Bill Plock from Arvada, and Chris Carmichael from Colorado Springs. Lastly, we have a Texan, John Zimmerman, and a Californian, Kebby Holden.

I also served on the Board of the Boulder based non-profit Cyclists for Community for 14 months.

Helping achieve Vision Zero's goal has become my life mission. I have collaborated with organizations like NHTSA, Vision Zero, Road to Zero, The National Safety Council, and Families for Safe Streets, to name a few. All joint efforts to raise awareness of the crisis we live in on our roads and create positive change.

I currently have the honor of serving on the Transportation Advisory Board and have learned much. As a Latin woman, mother, crash survivor, and advocate, my voice brings a passionate, unique perspective. I am 100% fluent in Spanish and English.

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

Yes, I have been part of the board for the past year.

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

As It Could Be Me has grown, I have had some ambassadors eager to take on leadership opportunities. Our ambassadors are passionate and most have experienced trauma or loss firsthand. This creates susceptible people and relationships. Our philosophy at It Could Be Me has always been to have a positive approach and not point fingers or be judgmental. With passionate individuals, it is sometimes challenging for them to remember this. I have had to have uncomfortable conversations to re-direct angry public displays toward drivers to prevent further damaging the very relationships we are trying to foster. I have always dealt with an open heart and empathy. Positive reinforcement is the best way to modify behavior and resolve conflict.

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

I am not aware of any conflicts of interest to my knowledge.

Transportation Advisory Board

5. What are the most pressing transportation issues for the City of Boulder? What new approaches could Boulder take to work with the business community, neighborhoods, and interest groups to address these issues?

The City's most pressing issues involve prioritizing our community's safety while traveling on our roads, sidewalks, bike lanes, and multi-use paths. We must simultaneously move people efficiently and safely, utilizing different types of mobility across our City and resolving the individual issues that create our known intersection safety hot spots.

We need access to additional grants to create more Complete Streets as we continue to adopt the Safe Systems Approach.

Prioritizing human safety has already increased participation from our community members in multi-modal transportation. We must make our community feel safe and trust that the system is being designed to protect them.

We can continue learning and growing by listening and working with our community members, researching and gathering data to address concerns and needs accurately.

We can add additional resources from agencies with specific solution experts to gain new perspectives and creatively implement immediate, cost-effective solutions that we could otherwise overlook. A good resource is Toole Design, for example.

6. What personal experience do you have that can lend to the advancement of diversity, equity, and inclusion on the board? What ideas do you have to better engage with and serve historically underserved community members?

I was born in Mexico City and have been fortunate to live there for more than half of my life as well as in Europe and the US. Thus I have been blessed to experience other cultures and ways of thinking.

I am 100 fluent in English and Spanish and some French.

I have lived firsthand how our community members feel more welcomed and comfortable when spoken to in their mother tongue. For example, last year, I attended an event at Manhattan Middle School where City and BVSD staff gathered data for a future transportation project. It was a true joy to see the kid's faces light up when after overhearing them talking in Spanish, I spoke to them in Spanish as well.

For our City to create a more equitable and inclusive environment and breach gaps, we must have bilingual individuals so community members who may not speak English can feel more comfortable and welcomed.

Like we say in Mexico, they will feel "en casa" or "at home."

I will be honored to continue to be one of those people on the board.

7. What is your assessment of how Boulder is doing against implementation of the Transportation Master Plan (see, for example the 2020 Transportation Report on Progress) and what can be done to improve performance?

We are lucky to have a fabulous City Staff and Council who continue transforming our City. We have entered an era of change and growth that prioritizes safety over speed. We are leaps ahead of other communities in realizing how to efficiently and competitively create complete streets and grow our multimodal connectivity-allocating funding in the most efficient way to serve our community.

We can improve by adding additional resources from agencies with specific solution experts to gain new perspectives and creatively implement immediate, cost-effective solutions that we could otherwise overlook. A good resource is Toole Design, for example.

8. How do you view the relationship between the goals of expanding mobility options and electrifying transportation—for example the potential, priority, and interdependence among the two?

Electrification is the future. Cars, trucks, and e-bikes continue to evolve and become our reality. We must include our community in this conversation as we face the challenges that come along with innovation, speed, vehicle weight, and evolving regulations-creating awareness campaigns and materials to inform the public of new technologies and the legal parameters and implications of the inevitable multimodal coexistence. In addition, we need to include multiple stakeholders like BVSD to reach our community as a whole and continue prioritizing safety.

Boulder City Council

2023 Boards and Commissions

Appointment Guide

University Hill Commercial Area Management Commission

Council Action Requested:

Seat #2 - Appoint member to 5 year term through 3/31/28, must be a property owner/representative

Seat #3 - Appoint member to 5 year term through 3/31/28, must be a property owner/representative

Current Members:

| | |
|------|------------------|
| 2026 | Ted Rockwell |
| 2025 | Andrew Shoemaker |
| 2024 | Trent Bush |
| 2023 | Cheryl Liguori |
| 2022 | K.C. Schneider |

Occupation:

| |
|--|
| Senior Marketing and Communications Director |
| Attorney |
| CEO |
| Management |
| Self Employed/Commercial Real Estate |

Status:

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| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Expired |

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| Form Name: | Boards & Commissions Application |
| Submission Time: | January 12, 2023 12:11 pm |
| Unique ID: | 1056660564 |

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 17 Univ Hill Commercial Area Mgmt Commission |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | No |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---------------|
| Name | Mark Heinritz |
| Email | |
| Home Address | |
| Mobile Phone | |
| Occupation | Restaurateur |
| Place of Employment / Retired | The Sink |
| Gender | M Man |

Standard Questions

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

Owner of The Sink and community member since 1992. I have participated on almost every committee etc. regarding the Hill. I am on the DBP board, Chamber CAC and Chamber Board.

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

Yes, I have interacted extensively with this board over the years.

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

I have employed over 3,000 people. We have had to change our staffing and payroll policies during and after COVID. This created a lot of friction during the rebuilding of our staff. Not everyone was happy but few remained angry.

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

There are none that I am aware of.

University Hill Commercial Area Management Commission

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?

Continuing to evolve toward a district for all people to feel welcome. Maintaining the informed support of City Council.

6. How can the different Hill stakeholders – the city, CU (faculty, staff and students), the Hill neighbors and the Hill property owners and businesses partner to enhance the Hill commercial district's vitality?

I believe that the neighbors and the businesses have largely healed the conflicts from the 90's and early '00's. The businesses need a vision to believe in. City Council and the City work plan have been largely absent from really supporting The Hill, until very recently. The Hill has not felt a lot of Love as the city has been transitioning over the last 30 years. While more recent efforts are encouraging, historically The Hill has received a lot of lip service and some very damaging policy changes. Future policy and efforts that substantively lift the Hill must be a focus.

7. In your opinion, what are the Hill's biggest assets and how can they be enhanced?

It's history. It's physical scale. It's potential. It's land assets. Selling the parking on Pleasant was a good tradeoff. We now need to replace that parking with a garage at 14th. I think that with the hotels the Hill will transition toward the diversified future envisioned in the 11, yes eleven, commissioned studies.

8. A goal of the Hill Reinvestment Strategy is to encourage a greater diversity of uses in the commercial area. What ideas and strategies do you have to achieve the goal?

These ideas and strategies are in play with the hotels. Keeping local businesses in the mix is important. This will become more difficult as costs increase and is something to monitor and support.

9. What unique skills or experience do you have that might be relevant to the work of the commission?

30 years of being involved. Few people on The Hill have my historical reference.

10. What is your affiliation or connection to the Hill area and how often do you visit?

I own a business and the real estate at the corner of 13th and Pennsylvania.

Boulder City Council

2023 Boards and Commissions Appointment Guide

Water Resources Advisory Board

Council Action Requested:

Seat #3 - Appoint member to 5 year term through 3/31/28

Current Members:

| | |
|------|-------------------------|
| 2027 | Barbara (Amy) Broughton |
| 2026 | Steve Maxwell |
| 2025 | John Berggren |
| 2024 | Gordon McCurry |
| 2023 | Trisha Oeth |

Occupation:

| |
|-------------------------------------|
| Consultant |
| Semi-retired |
| Water Policy Analyst |
| Hydrologist |
| Attorney/VPolicy Advisor & Director |

Status:

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| Occupied |
| Occupied |
| Occupied |
| Occupied |
| Occupied |

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| Form Name: | Boards & Commissions Application |
| Submission Time: | January 28, 2023 11:39 am |
| Unique ID: | 1062462364 |

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| Submission Year | Jan 2023 |
| Board or Commission Applying For | 18 Water Resources Advisory Board |
| Are you 18 years of age or older? | Yes |
| Do you reside within Boulder City limits? | Yes |
| When did you become a resident of Boulder? | Aug 2020 |
| I acknowledge that all information submitted in this application is considered public record and subject to the Colorado Open Records Act (CORA). | Yes, I acknowledge |

Contact Information

| | |
|-------------------------------|---------------------------|
| Name | Lauren Koopman |
| Email | |
| Home Address | |
| Home Phone | |
| Occupation | Sustainable Water Finance |
| Place of Employment / Retired | Align17 |
| Gender | W Woman |

Standard Questions

| | |
|---|---|
| 1. What qualifications, skill sets and relevant experiences do you have for this position (such as education, training, service on governing or decision-making boards, etc.) that would contribute to you being an effective board member and community representative? | <p>Masters of Environmental Engineering - Major in Water Resource Management</p> <p>Worked with the United Nations to co-author the National Guidelines for Corporate Water Management.</p> <p>As a consultant, worked with corporations to create policies and programs to manage water usage and management.</p> |
| 2. Have you had any experience(s) with this Board or the services it oversees? | <p>I have not worked with this board.</p> <p>I have served on multiple boards including:</p> <ul style="list-style-type: none">- Smithsonian Museum (based in New York City)- Trinity College (based in Connecticut)- Thorne Nature Experience (based in Boulder)- Boulder Country Day school (based in Boulder) |
| 3. Describe a situation where you were involved with a group and had to work through a disagreement or conflict among the members. | <p>During my work with the United Nations, I had to facilitate many multi-stakeholder engagement meetings. Often times constituents were working towards the same goal but were not coordinated and had different agendas. My role was to align all the NGOs, government agencies, and corporations to work together.</p> |
| 4. List all potential conflicts of interest you might have with respect to the work of this board. | <p>No conflicts that I am aware of.</p> |

Water Resources Advisory Board

| | |
|--|---|
| 5. The Water Resources Advisory Board is responsible for making annual recommendations to City Council on the Utilities Capital Improvement Program or CIP. How would you balance the needs to maintain, replace, and rehabilitate existing critical infrastructure and assets valued at over \$1B with other community needs, reducing the estimated 100-year project backlog? | <p>Water management comes in many forms. Sometimes the best mitigation strategy is education.</p> <p>I have not had access to Boulder's water infrastructure details.</p> <p>Collaboration with other municipalities who use the same water resources would be one of the first steps I would consider.</p> |
| 6. The level of flood protection on drainages in Boulder ranges from 2-year to 100-year storms. What should be done to make things more equitable across the city? | <p>This should be a heavy data driven solution. Data on the past stresses on the infrastructure, overlayed with climate predictions going forward will be a first indicator of where to focus attention.</p> |

7. What types of operational/policy changes might be appropriate given the increasing uncertainty of weather conditions and the increasing likelihood of extreme events like the 2013 rain and flood event?

I lived and studied water management in Melbourne Australia where they were experiencing a 12 year drought. The government of Melbourne instituted major water usage policies (i.e. 2 minute showers, no swimming pools, car washing only after dark). I do not think Boulder needs to implement restrictive policies such as this. There are broader, less intrusive means of education and awareness that can influence and implement the changes needed to prepare for future weather events.

8. The public discourse has coarsened nationally and in Boulder and has had a negative impact on staff morale. Can you speak to how you would conduct yourself on the Board, mindful of your role as an example for other community members?

I have been a leader and public speaker on water resource management. I would be happy to consult with the broader board on ways to increase staff morale and align interests in the community.