

**City Council
Special Meeting
Ward 3 Applicant Interviews**

**Tuesday, January 31, 2023
City Hall, Spruce Room
749 Main Street
5:00 PM**

Members of the public are welcome to attend remotely; however, the in-person meeting may continue even if technology issues prevent remote participation.

- You can call in to +1 408 638 0968 or 833 548 0282 (Toll Free), Webinar ID #876 9127 0986.
- You can log in via your computer. Please visit the City's website here to link to the meeting: www.louisvilleco.gov/council

Anyone may also email comments to the Council prior to the meeting at Council@LouisvilleCO.gov.

- 1. CALL TO ORDER & ROLL CALL**
- 2. DISCUSSION OF INTERVIEW QUESTIONS & PROCESS**
- 3. APPLICANT INTERVIEWS**
- 4. DINNER BREAK**
- 5. APPLICANT INTERVIEWS CONTINUED**
- 6. DISCUSSION**
- 7. ADJOURN**

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov. A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión del Consejo, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

City Council
Ward 3 Applicant Interviews

Tuesday, January 31, 2023

5:00 PM

City Hall, 749 Main Street

TIME	NAME	PAGE
5:00 PM	Discussion of Interview Questions & Process	
5:10 PM	Justin Solomon	65
5:30 PM	Sherry Sommer	75
5:50 PM	Katie Zoss	94
6:10 PM	Rocky Riviera	50
6:30 PM	<i>Dinner Break</i>	
7:00 PM	Greg Maring	40
7:20 PM	Dietrich Hoefner	31
7:40 PM	Barbara Hamlington	3
8:00 PM	Discussion	

2023 Application for Ward 3 City Council Appointment

To serve as a Ward 3 City Council member you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Barbara Hamlington	
Home Address: [REDACTED] Louisville CO 80027	
Email Address: [REDACTED]	Phone Number: [REDACTED]
Occupation: Senior Director, Medical Affairs	Employer: Convergent Genomics
Education: MS in Genetic Counseling, BS in Neuroscience	

Application Process:

1) Statement of Interest:
Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.

2) Supplemental Questions:
A list of supplemental questions is included below for you to answer as a part of your application.

How long have you lived in the City of Louisville? 6.5 years
How long have you lived within the current boundaries of Ward 3? 6.5 years
Are you currently serving, or have you previously served, on a City board or commission: <input type="radio"/> yes <input checked="" type="radio"/> no
If yes, which board or commission:
<i>If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).</i>

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? YES NO

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Per the City Charter Sections 3-3 (c) & (d) any person who seeks election or appointment to the office of Councilmember, and who has been convicted of any of these offenses, shall disclose the same in writing under penalty of perjury.

A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?
 YES NO If Yes, please explain below:

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Barbara Hamlington

Signature

January 13, 2023

Date

Please note:

- It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.
- All information on this application is public record and will be released for public review.
- If appointed, City Council attendance rules state members may miss no more than six (6) regular meetings in any twelve (12) month period.
- This appointment will expire in November 2023. The appointee will be eligible to run in the November 2023 election for a full four-year term.
- Interviews are tentatively scheduled for the evening of January 31. You may need to be available that evening for an interview with the City Council in person.
- Please contact Meredyth Muth (MeredythM@louisvilleco.gov or 303.335.4536) if you have questions or need assistance or other accommodations.
- Please submit this application with your letter of interest by email to MeredythM@LouisvilleCO.gov or deliver it to City Hall, 749 Main Street. City Hall is open Monday – Thursday, 8 am – 4 pm.
- **Applications are due by January 13, 2023 at 4:00 pm.**

Anyone who needs this information translated should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov.

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Supplemental Questions

What is your view of:

a. The role of the City Council as a governmental body?

The role of city council as a governmental body is to operate with the highest ethical standards within the mayor-council-manager system to ensure the vision for the community is executed through non-partisan policy and fiscally responsible decisions.

b. The most important responsibilities you would have as a Councilmember if appointed to Council?

I believe the most important responsibilities as a councilmember are:

- Engaging in conversations with the community in order to understand the diverse needs of residents and businesses.
- Representing the needs of residents and businesses through critical evaluation and thoughtful consideration of data presented prior to and during city council meetings.
- Partnering with city staff and city councilmembers to set and achieve strategic goals that align with the needs of residents and businesses.

I would successfully fulfill these responsibilities through continual open dialogue and critical evaluation of available data and staff presentations. I would set a goal of scheduling at least one meeting a week with a member of the community or staff member in order to build connections, gain perspective, and fulfill the duties of councilmember.

What is your view about the most important issues facing:

a. Louisville as a city and community and what strategies do you believe will be most effective in addressing them?

In my view, the most important issues facing Louisville as a city and community are:

- Marshall Fire recovery;
- Economic vitality;
- Environmental sustainability.

I believe these issues are interconnected and decisions about one cannot be made without considering impacts on the others.

It is vital that leadership continue to remain engaged with the community to understand the needs of residents and businesses as we continue forward momentum towards completion of the Marshall Fire recovery plan. Vacant lots not only impact the local economy, but also the sense of community and safety that attracts residents and businesses to Louisville. Furthermore, continued support will be needed long after the last structure is completed to ensure that the mental and physical health (e.g., through air, soil, and water quality) of our residents continues to be front of mind.

Central to the economic vitality of small communities such as Louisville are the businesses that attract quality jobs and provide tax revenue for the services citizens rely upon. Vacant commercial lots and buildings provide an opportunity to reimagine land use and development. Louisville has the opportunity to position itself as a collaborative, forward thinking community that partners with developers to generate creative solutions to attract and retain businesses, as well as solve issues such as inclusive housing, all in an environmentally sustainable way.

Closely connected to economic vitality is environmental sustainability. Consumers are becoming increasingly aware of the environmental impact of the goods and services they purchase. Additionally, both privately funded and publicly traded businesses are being asked to disclose their environmental impacts to investors and consumers. Louisville has the opportunity to reimagine how we attract and retain environmentally responsible businesses through incentives and updated building codes, resulting in a mutually beneficial outcome for both the community and the businesses themselves.

b. Ward 3 and what strategies do you believe will be most effective in addressing them?

In addition to the three issues highlighted above in section 2a, I believe important issues facing Ward III include:

- School safety;
- Open space and trails;
- Historic preservation.

Ward III contains a large geography consisting of many parks, large areas of open space, and numerous schools. Additionally, Ward III contains a section of Old Town that is eligible for historic preservation funds.

I believe Ward III specifically relies on their council members to ensure policies and decisions reflect the need for safe, multimodal transportation routes to schools and businesses. Specifically, there is a continued need for trail systems and bike lanes that encourage environmentally conscious school transportation options such as walking and biking. Safe, well-maintained trail systems and crosswalks are key to encouraging citizens to choose environmentally responsible modes of transportation as much as possible.

This approach to school safety also dovetails with the need to protect and potentially expand our open space and trail systems. Open space in Ward III is an intrinsic part of the charm of Louisville, with children playing in the creek during the summer and bikers, walkers, and runners making extensive use of the trail system. The open space and trails in Ward III encourage and reinforce healthy lifestyles for Louisville residents and should be preserved.

Ward III contains a section of Old Town eligible for historic preservation funds. For many residents, the historic charm of Louisville was one of the reasons they chose to move to the community, but the cost of updating an old structure can be prohibitive. Therefore, education about the funds available to current and future residents is paramount to the successful preservation of Louisville history. In other communities, the historic preservation committee (HPC) may be viewed as a roadblock to modernization which can deter residents from even

considering historic preservation in Louisville. I believe we have a collaborative and progressive HPC and this should be publicized. We have the opportunity to utilize current historic preservation funds and reevaluate requirements (e.g., ADUs) in order to make progress towards equity, diversity, and inclusion goals by encouraging housing diversity, and therefore more inclusive housing options, in Old Town.

As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?

a. Residents b. Businesses c. City staff d. Developers e. Fellow City Councilmembers

As a professional, I practice ego-free, servant-based leadership. I strive to be a calm and trusted leader who provides forward thinking, innovative solutions through critical evaluation of data and productive conversations with team members. I view residents, businesses, city staff, developers and fellow councilmembers as team members. Therefore, I would approach each team member with respect and a desire to learn in order to understand the needs of each team member and their group. As a councilmember I would specifically view my relationship with:

- Residents as one where I am an extension of their voices and am responsible for ensuring that their interests and needs are considered with each decision;
- Businesses and developers as one where I am an open-minded community leader invested in the future economic success of Louisville, yet considerate of the process and rules currently in place;
- City staff as one where I am a collaborative and trusted partner walking side by side in the same direction in order to achieve our goals as a community;
- Fellow city councilmembers as one where I am an open minded, calm, and thoughtful team member who arrives prepared and engages in respectful dialogue.

I believe my leadership philosophy will provide the foundation necessary to successfully collaborate with these team members in order to represent their needs as a councilmember.

Please review carefully the City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter. Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

No. There is no reason why I would not be able to serve as a councilmember and abide by the Code of Ethics.

Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

As a community, we strive to honor the history of Louisville while planning for future success in an environmentally sustainable and fiscally responsible manner. I believe communication is key to achieving both. A sketch plan process could help to establish a collaborative partnership with applicants interested in developing new or reimagining existing structures in Louisville. A sketch plan process facilitates the exploration of creative solutions to issues such as inclusive housing, historic preservation and commercial developments, with less up-front investment from the

applicant. This would position the City Council as partners and collaborators increasing the probability of attracting applicants that contribute to our city goals.

What's your vision for our community in ten years' time?

My vision for the community in ten years comes down to three words: Live, work, play. I envision an inclusive, environmentally conscious community that attracts innovative businesses and high quality jobs that can be accessed through safe, multimodal transportation from residential areas. I envision a vibrant community with a flourishing art and cultural scene that is also a hub for outdoor enthusiasts and foodies alike. I envision a community that our children desire to move back to when they become adults. I am excited at the possibility of working with the City Council in making this vision a reality.

Members of the Louisville City Council
749 Main St.
Louisville, CO 80027

Dear Mayor Maloney, Mayor Pro Tem Fahey, Councilmember Brown, Councilmember Dickinson, Councilmember Leh, and Councilmember Most:

I am writing this letter to formally express my interest in the current vacancy on city council. As a working mother and resident of Louisville, I believe my professional and personal experiences have prepared me to successfully represent constituents as our community strives to preserve Louisville's history while planning for future success.

I have worked in the healthcare and biotechnology space for over a decade, both as an individual contributor and as a team leader for large corporations and small start-ups. Practicing ego-free, servant-based leadership, I strive to be a calm and trusted leader who provides forward thinking, innovative solutions through critical evaluation of data and open conversations with team members. As a community, the residents of Louisville rely on their leaders to make informed and strategic decisions. My experience as a trusted and innovative leader has prepared me to successfully represent the best interests of the residents and businesses in Louisville. Additionally, my expertise in the healthcare and biotechnology sector will especially add value to discussions centered around the economic vitality of Louisville, as this sector of the economy is becoming increasingly important when considering how to attract quality, high-paying jobs for our citizens.

On a personal level, I feel a deep sense of responsibility to represent the needs of other working parents and ensure our community remains an environmentally responsible and prosperous small town our children want to return to when they become adults. It is the natural beauty and sense of community that drew my family to move to Louisville in 2016 and immediately seek historic landmarking of our home. I also feel the need to demonstrate to other working parents and future generations that a working mother can participate in local government and positively impact her community.

I value the history and natural beauty of Louisville and feel privileged to live in a safe and supportive community. I believe my professional and personal experiences will add value to the city council as we work to ensure Louisville remains the small town of choice for both residents and businesses.

I look forward to speaking further about my qualifications and why I am an ideal candidate for the current vacancy on city council.

Sincerely,

Barbara Hamlington

Resident, Ward III

██████████, Louisville

BARBARA (BENTLEY) HAMLINGTON, MS, CGC

[REDACTED] | Louisville, CO

EDUCATION

University of Michigan, Ann Arbor, MI

M.S., Genetic Counseling 2011
B.S., Neuroscience 2007

EMPLOYMENT EXPERIENCE

Convergent Genomics

Senior Director, Medical Affairs 9/2022 – Present

- *Collaborating with the Chief Medical Office to build the medical affairs organization from the ground up.*
- *Assisting the Chief Commercial Officer with the commercialization and reimbursement of the UroAmp™ diagnostic product in order to secure Series B funding and pave a path to profitability.*
- *Developing novel processes to amplify impact of scientific output generated by the data and science teams in order to build brand awareness.*

Invitae Corporation

Director, Clinical Science Liaisons 1/2019 – 9/2022

- *Responsible for the creation and management of the Clinical Science Liaison (CSL) Team to grow test volume and revenue through clinical and technical client conversations, key opinion leader engagement, and managed care contracts.*
- *Served as supervisor for 17 CSLs with various clinical backgrounds, overseeing hiring, onboarding, training, annual evaluation, and performance improvement processes.*
- *Led the creation of cross functional processes and standard operating procedures for client facing clinical teams to ensure consistent client experiences.*
- *Collaborated with the Business Operations and Analytics Team, and the Head of US Sales, to create a system to measure CSL value through quantitative metrics.*
- *Developed and implemented novel processes to leverage CSL expertise at client meetings and opportunities scheduled by the Inside Sales Team.*
- *Assisted the Sales Training Team with the creation of educational content and ongoing training of Regional Managers.*
- *Provided support to the Marketing Team during the creation of marketing materials and facilitation of advisory boards.*
- *Participated in Medical Affairs data review and policy meetings, supported scientific engagement at conferences, and contributed to manuscript publications.*
- *Collaborated with the Product Team to represent commercial interests during product development discussions and launches.*

Clinical Science Liaison 4/2016 – 1/2019

- *Hired as the first CSL in the Western US to travel within an assigned territory providing clinical and technical support and education to clinicians using germline genetic testing for patient care and research studies.*

Rocky Mountain Cancer Centers

Supervisor, Genetic Counselors 5/2014 – 4/2016

- Served as supervisor for five genetic counselors and one data coordinator.
- Streamlined clinical processes resulting in a 200% increase in patient volume capacity and decreased wait time to the first available appointment.
- Collaborated with the Director of Managed Care to develop and implement a billing model for genetic counseling services to generate revenue for consultations.

Oncology Genetic Counselor

8/2011 – 5/2014

- Provided cancer genetic risk assessments in a high-volume, fast-paced community cancer center and outreach clinic.

RESEARCH EXPERIENCE

Master's Thesis – University of Michigan Department of Human Genetics, Ann Arbor, MI (2011)

“Understanding the Influence of Perceived Risk and Causal Beliefs on the Decision to Engage in Health-Promoting Activities: A REVEAL Study”. Advisors: Dr. Scott Roberts, Dr. Beverly Yashar, Dr. Kurt Christenson, Wendy Uhlmann.

National Human Genome Research Institute Summer Internship – NIH, Bethesda, MD (2010)

Independently constructed and implemented a semi-structured interview guide to investigate the stigma experienced by parents of children with Bardet-Biedl Syndrome. Successfully recruited a participant population and collected data through phone interviews. Advisors: Dr. Barbara Biesecker, Julie Sapp.

Research Technician Associate – University of Michigan Department of Neurology, Ann Arbor, MI (2004-2009)

Utilized a variety of molecular techniques and animal model systems to investigate neurological diseases. Provided mentorship for undergraduate student projects.

PEER-REVIEWED PUBLICATIONS

Muller C, Nielsen SM, Hatchell KE, Yang S, Michalski ST, **Hamlington B**, Nussbaum RL, Esplin ED, Kupfer SS. (2021) *Underdiagnosis of Hereditary Colorectal Cancers Among Medicare Patients: Genetic Testing Criteria for Lynch Syndrome Miss the Mark*. JCO Precis Oncol., Jul 1;5.

Truty R, Ouyang K, Rojahn S, Garcia S, Colavin A, **Hamlington B**, Freivogel M, Nussbaum RL, Nykamp K, Aradhya S. (2021) *Spectrum of splicing variants in disease genes and the ability of RNA analysis to reduce uncertainty in clinical interpretation*. Am J Hum Genet. Apr 1;108(4):696-708.

Diab N, Clark G, Langer L, Wang Y, **Hamlington B**, Brzeskiewicz L, O'Saughnessy J, Diab S, Jabbour S. (2016) *Impact of race and tumor subtype on second malignancy risk in women with breast cancer*. SpringerPlus, 5: 14.

Hamlington B, Ivey L, Brenna E, Biesecker L, Biesecker B, Sapp J. (2015) *Characterization of Courtesy Stigma Perceived by Parents of Overweight Children with Bardet-Biedl Syndrome*. PLoS ONE 10(10): e0140705.

Wolfe Schneider K, Anguiano A, Axell L, Barth C, Crow K, Gilstrap M, **Hamlington B**, Lesh S, Mullineaux L, Rahm AK, Strait E, Freivogel M. (2014) *Collaboration of Colorado cancer genetic counselors to integrate next generation sequencing panels into clinical practice*. Journal of Genetic Counseling, 23(4): 640-646.

POSTER PRESENTATIONS

Blanco A, Yang S, Michalski S, Ouyang K, Fulbright J, **Hamlington B**, Erhard K, Kang H, Tejada C, Jacobs M, Koptiuch C, Silver E, Lincoln S, Nussbaum R, Esplin E. *Germline Analysis of Breast Cancer Patients with Abnormal Somatic Results: Ancillary Assessment or Critical Co-Diagnostic?* San Antonio Breast Cancer Symposium. (December 2017, San Antonio, TX)

Blanco A, Yang S, Michalski S, Ouyang K, Fulbright J, **Hamlington B**, Erhard E, Kang H, Tejada C, Jacobs M, Benson C, Koptiuch C, Massingham L, Silver E, Vig H, Lincoln S, Nussbaum R, Hampel H, Esplin E. *Following Somatic Tumor Testing with Germline Analysis: Considerations for Genetic Counseling Practice.* National Society of Genetic Counselors Annual Educational Conference. (October 2017, Columbus, OH)

Esplin E, Yang S, Michalski S, Ouyang K, Fullbright J, **Hamlington B**, Erhard K, Kang H, Tejada C, Jacobs M, Lincoln S, Nussbaum R, Blanco A. *Determining the Clinical Value of Germline Genetic Testing Coupled with Tumor Mutation Profiling.* American Society of Clinical Oncology Annual Meeting. (June 2017, Chicago, IL)

Diab S, Sedlacek S, **Hamlington B**, Brzeskiewicz L, Goetsch B, Tedasco K, Patel G, Sudhoff K, Millineaux L, Langer L. *The Performance of Next Generation Panel Testing in Individuals Assessed by a Community-Based Genetics Program.* San Antonio Breast Conference. (December 2015, San Antonio, TX)

Brzeskiewicz L, **Hamlington B**, Goetsch B, Storm K, Diab S, Sedlacek S, Campbell C. *Hereditary Cancer Genetic Testing: Variations in Laboratory Results Interpretation and Impact on Genetic Counseling and Screening Recommendations.* San Antonio Breast Conference. (December 2014, San Antonio, TX)

Brzeskiewicz L, **Hamlington B**, Goetsch B, Storm K, Diab S, Sedlacek S, Campbell C. *Hereditary Cancer Genetic Testing: Variations in Laboratory Results Interpretation and Impact on Genetic Counseling and Screening Recommendations.* Semi-Annual Colorado Genetic Counselor Symposium. (October 2014, Aurora CO)

Diab S, Stuenke A, Kagey J, **Hamlington B**, Keiles S, Freivogel M, Asmar L, Langer L. *Increased risk of second cancers in patients with breast cancer under 50 years and the identification of non-BRCA inherited cancer syndromes using next generation hereditary cancer panels.* San Antonio Breast Conference. (December 2013, San Antonio, TX)

Hamlington B, Christensen K, Uhlmann W, Yashar B, Roberts J. *What factors influence the decision to engage in health-promoting behaviors following genetic susceptibility testing for Alzheimer's disease?* University of Michigan Human Genetics Retreat. (September 2010, Ann Arbor, MI)

Hamlington B, Biesecker B, Sapp J. *Parenting a child with Bardet-Biedl syndrome: exploring courtesy stigma and coping strategies.* University of Michigan Human Genetics Retreat. (September 2010, Ann Arbor, MI)

Bentley B, Clark M, Ranier S, Fink J. *Identification of genetic modifiers in drosophila model of Hereditary Spastic Paraplegia.* University of Michigan Biomedical Research Symposium on Rare and Orphan Diseases. (October 2007, Ann Arbor, MI)

Bentley B, Ranier S, Fink J. *MR1 gene mutations cause paroxysmal dystonic choreoathetosis.* University of Michigan Undergraduate Research Opportunity Program Annual Spring Research Symposium. (May 2004, Ann Arbor, MI)

TEACHING EXPERIENCE

Invited Guest Lecturer – Indiana State University, Terre Haute, IN (2020-2022)

“Be Courageous, Be Resilient, Be Your Best You: A GC’s Journey From Clinic to Lab”

Invited Guest Lecturer – University of Colorado, Denver, CO (2017-2021)

“Laboratory Genetic Counseling: Utilizing Clinical Skills in a Nontraditional Role”

Invited Guest Speaker – University Texas, Houston, TX (2019)

“Industry Genetic Counseling Panel Discussion”

Invited Guest Lecturer – University of Michigan, Ann Arbor, MI (2014, 2019, 2020)

“Genetic Counseling: Creating Opportunities for Professional Growth”

Invited Guest Lecturer – Regis University, Denver, CO (2013)

“Clinical Genetics for the Nursing Professional”

Graduate Student Instructor, Genetics 306 – University of Michigan Department of Biology (2011)

Graduate Student Tutor, Human Genetics 541 – University of Michigan Department of Human Genetics (2011)

Instructor, Women in Science and Engineering – University of Michigan Department of Human Genetics (2008)

Biology and Algebra Mentor – Tutor.com, New York, NY (2007-2010)

INVITED ORAL PRESENTATIONS

Western Regional Oncology Conference – 35th AEC (1/2018, El Paso, TX)

“Advances in Hereditary Prostate Cancer Genetic Testing”

Colorado Genetic Counseling Network – Semi-Annual Symposium (10/2017, Denver, CO)

“Transforming the Gold Standard: Technological and Clinical Advances in Hereditary Cancer Genetic Testing”

National Society of Genetic Counselors – AEC Educational Breakout Session (9/2015, Pittsburgh, PA)

“Cancer Panels: From Research to Better Patient Care”

Rocky Mountain Cancer Centers Psychosocial Oncology Rounds – Monthly National Webinar (2/2015)

“Hereditary Cancer Conditions and the Role of Psychosocial Oncology”

US Oncology Genetic Risk Evaluation and Testing Program – AEC (9/2014, New Orleans, LA)

“The History and ELSI of Genetic Counseling and Testing”

“Hereditary Cancer Genetics 101: Basic Concepts”

Rocky Mountain Cancer Centers – Second Annual Symposium (9/2014, Denver, CO)

“Hereditary Cancer Genetics: Basic Clinical Concepts and Updates”

Colorado Cancer Research Registrars Association – Semiannual Training (4/2014, Lakewood, CO)

“Hereditary Breast and Ovarian Cancer Conditions”

US Oncology Genetic Risk Evaluation and Testing Program – National Case Conference (4/2014)
“Multiple Endocrine Neoplasia Type 2: A Clinical and Molecular Review”

Rose Medical Center – Internal Medicine Grand Rounds (10/2013, Denver, CO)
“Hereditary Breast and Colon Cancer Conditions: Updates and Advances”

Rocky Mountain Cancer Centers – First Annual Symposium (9/2013, Denver, CO)
“Genetic Counseling and Hereditary Cancer Conditions: Breast and Colon”

Skyridge Medical Center – Third Annual Primary Care Conference (8/2013, Lone Tree, CO)
“Clinical Genetics for the Primary Care Clinic”

Rocky Mountain Cancer Centers – Quarterly Mid Level Meeting (8/2013, Denver, CO)
“Clinical Genetics for the Mid Level”

Health One – Best Defense Against Breast Cancer Symposium (6/2013, Denver, CO)
“The Best Defense Against Breast Cancer: The Role of Genetic Counseling”

Presbyterian Saint Luke Hospital – 9 News Health Fair (4/2013, Denver, CO)
“Cancer Genetic Counseling”

Skyridge Medical Center – Internal Medicine Grand Rounds (4/2013, Lone Tree, CO)
“Cancer Genetic Counseling and Hereditary Cancer Conditions”

Rose Medical Center – First Annual Thyroid and Parathyroid Symposium (3/2013, Denver, CO)
“From the Pituitary to the Pancreas; Hereditary Endocrine Conditions”

Presbyterian Saint Luke Hospital – Internal Medicine Grand Rounds (3/2013, Denver, CO)
“Cancer Genetic Counseling; Endocrine and Renal”

National Society of Genetic Counselors – AEC Platform Presentation (10/2011, San Diego, CA)
“Understanding the influence of perceived risk and causal beliefs on the decision to engage in health behavior changes for complex diseases.”

PROFESSIONAL ACTIVITIES

University of Michigan Genetic Counseling Program Mentorship Program	2020-Present
University of Michigan Genetic Counseling Program Advisory Board	2020-2022
Learning as Leadership WeLead Training	2021
Learning as Leadership Spark Your Mastery Training	2019,2021
Diane Baker Alumni Award Selection Committee, University of Michigan	2017-2020
Invitae Advisory Board	2016
Susan G Komen Grant Reviewer	2015
Myriad Advisory Board	2014
GREAT Steering Committee	2014-2016
GREAT Data/IT Subcommittee	2014-2016
Colorado Genetic Counseling Network Licensure Subcommittee	2013-2016
Rose Thyroid Subcommittee	2013-2016
Presbyterian Saint Luke’s Cancer Committee	2013-2014
Skyridge Medical Center Cancer Committee	2013-2014

Yampa Valley Medical Center Cancer Committee	2012-2016
Yampa Valley Medical Center Outreach Clinic	2011-2016
Colorado Genetic Counseling Network	2011-Present
Rose Cancer Committee	2011-2016

PROFESSIONAL MEMBERSHIPS AND CERTIFICATIONS

National Society of Genetic Counselors	2012-Present
American Board of Genetic Counselors	2012-Present

AWARDS AND RECOGNITION

Carole McTague Genetic Counseling Enrichment Fund, University of Michigan	2010
National Society of Collegiate Scholars	2003-2007
University Honors, University of Michigan	2003, 2004, 2006
Scholar Athlete, University of Michigan	2005
Undergraduate Research Opportunity in Residence Program	2003-2004
Whirlpool Foundation Sons and Daughters Scholarship	2003
Lions Club Scholarship	2003
Michigan Merit Scholarship	2003

REFERENCES

Available Upon Request

Rebecca Ghanadan

Louisville, CO 80027

Phone: (510) 385-6792

Email: [REDACTED]

January 9, 2023

Honorable Members of the Louisville City Council

749 Main Street

Louisville, CO 80027

Dear Honorable Members of the Louisville City Council:

I am a resident of Louisville and have lived here since 2015. I am a parent, business owner, neighbor, and community member in Old Town Louisville. I support Barbara Hamlington's application for the current vacancy on the Louisville City Council.

I know Barbara as a neighbor, parent, and a professional in the city of Louisville, and I highly support her candidacy. My recommendation is based on having seen her operate in multiple capacities.

- She and her family have restored a historic home on our block. It retains the Victorian character and adds value and family character to our community.
- She has played a role in our Lincoln Avenue block party and helps convene our immediate community which is a strong block in old-Town Louisville.
- She is a parent in Louisville schools and in the Boulder Valley School District. I respect her perspective in education, balancing quality of life and excellence in learning. As a professional mom, she would be an asset as she walks the many kinds of roles that are important to Louisville and its community decisions.
- I respect the work that Barbara does in the life sciences industry. Her professional experience and her knowledge of science and technology would be an asset to interfacing with development of this community, which is looking to deepen the relevance of Louisville, both economically and sustainably for the future.
- I have also seen her operate in times of crisis, and I feel I have a unique vantage in recommending her as a leader. During the Marshall Fire, I saw her as an anchor in our community. We also had a major car accident last winter-spring at the end of our block which involved 2 over-turned cars, people trapped inside, and a serious situation. Barbara was a true leader - she coordinated all who were involved and helped create an appropriate, level-headed, and careful response for 15-25 minutes (10pm, winter night) before the emergency crew arrived. Her behavior, team orientation, and communication are not things that can be created. I have seen her fundamental character is one of a true leader.

I run a professional services firm in Louisville, in executive leadership coaching, and I see in her characteristics of leadership. As a resident, professional, and mother-parent in Louisville

[REDACTED]

schools, she is exactly the kind of person I would like to see representing this community. She has my genuine endorsement. I hope you will carefully consider her application.

Sincerely,

A handwritten signature in black ink, appearing to read 'R Ghanadan', with a long horizontal stroke extending to the right.

Rebecca Ghanadan, PhD

Resident: [REDACTED], Louisville CO 80027

January 12, 2023

Dear Councilmembers:

I am writing with enthusiastic support for Barbara Hamlington in her interest to fill the current vacancy on city council.

I have known Barbara for over 12 years and she is one of the most thoughtful and respectful people I have ever had the pleasure of knowing. We first met during our graduate training in Michigan and I was immediately struck by Barbara's endless curiosity to learn, incredible work ethic, and strong support of others. While we have both moved, switched jobs, had children, and changed in numerous other ways, we remain close. The characteristics I was so struck by in my initial interactions with Barbara remain driving forces in her life, both personally and professionally.

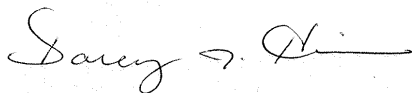
Barbara recruited me to a job in 2015, where I worked for several years. She was my manager at that time and I was able to see her leadership skills at play. The way Barbara is able to work with so many different personalities and make each voice feel heard, is a challenging skill to master. She is able to listen productively and question thoughtfully to understand diverse viewpoints and clarify understanding. While leadership and organization may come naturally to some, it is clear that Barbara has also worked hard to cultivate her methods to navigate different groups, expectations, and people while maintaining her professionalism and enthusiasm.

Barbara is also an extremely creative person and she is one of the first person I go to when I need help in solving problems. She is often multiple steps ahead in thinking through issues and finding new solutions as she keeps the broader goals in mind and does not let herself get lost in weeds. In addition, she knows our community inside and out and can always make recommendations for local activities and places to go.

Barbara invests herself fully in things she views as important. In that respect, I know that Barbara will approach a role on city council with curiosity to learn from citizens and council members alike, desire to promote good in our community, and passion in supporting innovative changes that would be beneficial and meaningful to its citizens.

Please do not hesitate to contact me for further examples of the stellar work and efforts of Barbara Hamlington. I feel confident that she would be an excellent addition to the city council and a strong, supportive voice to represent the best interests of the Louisville community.

Sincerely,



Darcy J. Huisman
Resident, Ward III

[REDACTED], Louisville
darcy.huisman@gmail.com

To: Members of the Louisville City Council
749 Main Street
Louisville, CO 80027

From: Hamid Ghanadan
[REDACTED]
Louisville, CO 80027

January 10, 2023

Re: Barbara Hamlington for city council vacancy

Dear Members of the Louisville City Council,

Happy new year! I hope this letter finds you all happy and healthy at the start of 2023. As a resident of Ward III in Louisville, I am writing to urge your consideration of Barbara Hamlington for the current vacancy on the city council.

I know Barbara as a neighbor, friend, fellow parent and professional colleague, as we both work in the healthcare and biotechnology industries. I believe that you will find Barbara's leadership, her professional experience, her perspective as a working parent, and her amazing participation in the local community to be a valuable addition to the city council and a strong representative of the residents of Ward III.

Barbara is intellectual, rigorous in her thinking and an experienced business professional. But what makes her unique and ideal for civic duty is that she is also always thoughtful toward her community, is approachable, and is open to discussion and new perspectives. She is the type of leader people want to support and listen to. Finally, Barbara is a deeply caring neighbor, a wonderful parent and a true friend.

For all of the above reasons, I believe that Barbara will be a highly effective addition to the Louisville City Council.

Should you have any questions or wish to discuss your consideration of Barbara to join the Louisville City Council, please do not hesitate to contact me.

Thank you for your attention and consideration.

Hamid Ghanadan
Hamid Ghanadan
Resident of Ward III

Members of the Louisville City Council
749 Main St.
Louisville, CO 80027

Jan 9, 2023

Dear Mayor Pro Tem Maloney, Councilmember Brown, Councilmember Dickinson, Councilmember Fahey, Councilmember Leh, and Councilmember Most:

I am writing this letter to formally express my deep support of our resident and dear friend, Barbara Hamlington of 625 Lincoln Ave, Louisville CO for the open seat on the City Council representing Resident, Ward III.

I, Diana Takach, a member of a dual working family of five, who feel beyond grateful to have found Louisville as home for our family in 2021, know Barbara would be such a wonderful addition representing our community as a key councilmember.

While we still consider ourselves newer to the community, what drew us to Louisville was the history, the diverse community across ages, gender, interests, careers, etc., and the uniqueness of this town that is the heart of what makes it magic (experienced first hands following the tragic Marshall Fires). We arrived here from the east coast in pursuit of connection, lifestyle and impact. I feel we have found that here. The community is open to connection and the relationships we've built, organizations we've joined, participating in our wonderful school community for our children (LES & LMS) continue to fulfill each of us in our home in a way we never imagined.

It is my belief that preservation of our history, paired with a strategy for growth and innovation rooted in integrity, are what will continue to make Louisville a place that our children will return to, companies will continue to seek out for talent, healthcare will remain a leader, and creativity will explode. As a result, this is where our support for Barbara truly comes to play. In getting to know Barbara, and considering her a dear family friend, her professional and personal experiences have prepared her to successfully represent constituents as our community strives to preserve Louisville's history while planning for future success.

I can already attest to her impressive success and character through her active and loyal involvement in the LES community of parent volunteers/PTO, and work in the classroom when offered.

It gives me, and I know many resident working mothers/families, great confidence knowing that our rapidly growing segment of the community will have representation in Barbara, rooted in sound judgment, experience and talent.

Please consider Barbara Hamlington for this open position. Our entire family knows you will only be extremely satisfied by this choice.

Best,
Diana N. Takach
Resident - [REDACTED], Louisville Colorado 80027
[REDACTED]

To whom it may concern,

I've known Barbara as a friend, neighbor, confidant and life saver for around 7 years now. She is one of those people that you forget how long you've known them because it seems like forever. I can talk to her about very important life decisions as well as what kind of snacks our kids like at summertime barbeques. She is always looking out for others and our little block on Lincoln (which I happen to think is the best block in the world) has become stronger, kinder and overall, just better since Barbara and her family moved in. I truly feel like she loves this town and the people (and animals) in it. She gets the snow blower out when its 5 degrees and does the complete block and of course never looks for recognition. She helps watch our kids if something urgent comes up. I could write so much more about her and her amazing family, but the bottom line is I can always count on her, and I think our great town of Louisville would be extremely lucky to have her looking out for us.

Alan McDaniel



214.356.7701

January 12, 2023

Olivia McDaniel
[REDACTED]
Louisville CO 80027

Members of Louisville City Council
749 Main St.
Louisville CO 80027

Dear councilmembers,

I am writing to voice my support for my friend and neighbor Barbara Hamlington, who is seeking the open position for Ward 3 representative on our city council.

I have known Barbara since 2016, and can say without a doubt that she would be an excellent representative. She cares deeply about our beloved town and the people who live here. She is honest, fair, and demonstrates sound judgment, integrity, and humility in all that she does. Barbara is respectful to all and committed to doing what is best for our community. She is intelligent and thoughtful – a good listener and communicator who is able to consider multiple perspectives. She is also generous and kind, always willing to help a neighbor in need.

These qualities make her an excellent friend, a loving mother, and infinitely qualified to do the work of helping lead our town.

Thank you so much for all you do,

Olivia McDaniel
[REDACTED]

Members of the Louisville City Council

749 Main St.

Louisville, CO 80027

Dear Mayor Maloney, Councilmember Brown, Councilmember Dickinson,
Councilmember Fahey, Councilmember Leh, and Councilmember Most:

I am writing this letter in support of Barbara Hamlington as a candidate for city council. My wife and I have lived in Louisville since the late 90s and have watched our town grow into a vibrant community. Barbara and her family live across the street from us and have been a delightful addition to our block and our community. As we have gotten to know Barbara over the years at the block parties and through casual conversations in the front yard it has become clear that she represents what this town is striving to develop and protect. With that in mind, we believe Barbara would make a fine Councilmember.

Sincerely,

Tom and Claudia Preston

, Louisville

January 8, 2023

Louisville City Council
749 Main Street
Louisville, CO 80027

Dear Members of Louisville City Council:

I am writing to express support for Barbara Hamlington for the position of Louisville City Council Representative, Ward III. I know Barbara as a neighbor, friend, and as a parenting peer in the Louisville Elementary School community. As a current resident of Louisville, and a person who chose this town, carefully and specifically, as the perfect place for my family to reside, I can say with confidence that Barbara is an excellent candidate to serve as a city council representative.

My spouse, Chris Dima, and I have lived in Louisville for 2.5 years with our three children. Barbara was one of the first people we met upon settling at our current address. Barbara stands out as a welcoming individual with a great affinity for her town. She has helped us make connections and provided us with an orientation of town services, events, resources, and activities. She uses and attends city resources and institutions faithfully: Barbara takes her daughter to the Louisville Recreation Center and Memory Square Pool, frequents the Louisville Library, and enjoys the Farmers Market and parades. She thus has an understanding of truly living a local lifestyle in Louisville, and I believe that this awareness would make her quite prepared to represent her constituents.

Barbara stands out as a calm and caring individual. I have seen her manage the responsibilities of her career and parenthood, yet never miss an opportunity to make connections on the playground or show empathy for an individual in need. I have also witnessed Barbara remaining remarkably centered even in the midst of great challenge - such as managing a return to in-person school and activities during the pandemic and caring for her family and community following the Marshall Fire. I can see that, given the opportunity to represent Ward III, she would collaborate, listen actively, and consider all perspectives when working with both City Council peers and community members.

I am hopeful that you will strongly consider Barbara for this position. She cares deeply about the past, present, and future of Louisville, and upon meeting her, you will gather that she is a capable and trustworthy leader. She also has the heart that's necessary for the job: Recently, Chris, my spouse, brought my 8 year old to the Parade of Lights. She was feeling a bit lonely and sad that evening. Barbara saw her and immediately, and sincerely, tried to make her feel included - even during the crowded, loud event. Chris witnessed the situation, and remarked, "Not many people would have reached out in the way that Barbara did. It really meant so much that someone tried to help." I am positive that, given the opportunity, Barbara would do exactly the same thing for the town of Louisville and the residents of Ward III.

Sincerely,

Kiersten McGetrick



Members of the Louisville City Council
749 Main St.
Louisville, CO 80027

Dear Members of Louisville City Council,

We are writing to endorse Barbara Hamlington for the vacant seat on Louisville's city council. We've had the pleasure of knowing Barbara since we moved to Louisville in 2018, and we are confident that she is the ideal candidate for this role.

When we first met Barbara, we were quickly impressed by her take-charge, results-driven attitude, and clearly it has served her well in education and career. We're confident that her motivated mindset will be a valuable asset to the city council, as she will not only bring new ideas and solutions to the table, but also drive them to reality.

In addition to her work ethic, Barbara cares deeply about our town and its culture. In talking to Barbara, it's clear that she loves Louisville and has no intention of leaving – we seem to always see her and her family at every downtown event, the rec center, the library, and the many great businesses in Old Town. We believe she understands what makes Louisville special, along with the challenges the town and its residents face.

Lastly, Barbara understands that the best way to serve the community is to truly listen to the needs and concerns of her neighbors. She will prioritize the voices of the people she represents and is dedicated to making sure that everyone's opinion is heard and considered. We, like many residents of Louisville, both work full time, and have a growing family. As a working parent herself, we feel that Barbara is well-positioned to understand the needs of Louisville's families and ensure that the town continues to thrive.

Please consider Barbara for Louisville City Council. We feel very fortunate to be her neighbor, and we would be honored if she represented us in Ward 3.

Sincerely,



Dan Weller & Ariel Meyers

██████████
Louisville, CO

Members of the Louisville City Council
749 Main St
Louisville, CO 80027

My name is Elizabeth Ryterski. I moved to Louisville in 1995, and currently reside at [REDACTED].

I am writing this letter in support of **Barbara Hamlington** for the vacancy on City Council in Ward 3. Barbara moved to Louisville in 2016. She is an amazing community leader/neighbor, and I believe she would be a great asset to our Council. Here are some of her qualities that I believe would be helpful:

- Hardworking
- Thoughtful
- Parent of child at a local Louisville School
- Working parent
- Trustworthy
- Environmentally responsible
- Humble

Thank you for all you are doing for Louisville, and thank you for considering **Barbara Hamlington** for this position.

Kindly,
Elizabeth Ryterski
[REDACTED], Louisville
720-300-5680

January 11, 2023

Kate McReynolds

[REDACTED]
Nashville, TN 37221

Dear Members of Louisville City Council:

It is my pleasure write a letter in support of Barbara Hamlington for her application to join Louisville City Council.

I have known Barbara since September 2019 when I joined the biotechnology company that I currently work for. I left clinical practice as a nurse practitioner to become a clinical science liaison and Barbara was my manager for 3 years. I can truthfully say that Barbara is the best leader that I have ever met in over 35 years in the workforce. Some of her skills that I think would also be valuable on the city council include patience and the ability to truly hear what the other person is saying. She has the special gift of being able to advocate for her team needs with management, but also to convey information about perhaps less popular corporate decisions and somehow make it feel doable for the team. I really appreciate her generosity in giving credit and praise where it is due. However, she will still call out behavior that needs to change in way that makes the person want to be better. She is also a gifted speaker.

In conclusion, I think that Louisville City Council would be very lucky to have Barbara as a member. I have no doubt that her integrity, calm and collaborative leadership style, and years of experience in leading teams would be invaluable to your community.

Sincerely,

Kate McReynolds, MS, MSN, APRN, ANP-BC, AGN-BC

January 11, 2023

Louisville City Council
729 Main Street
Louisville, CO 80027

To the Louisville City Council Board Members:

I'm writing this letter in support of prospective Louisville City Councilmember Barbara Hamlington. I have had the pleasure of knowing Ms. Hamlington since early 2016 when we met on an advisory board for a biotechnology start-up. Since then, we have had a evolving relationship, including client-professional, coworker, lead-team member, and throughout, friend.

I've often said, in jest, that I'm modeling my professional career to mirror Ms. Hamlington's in as many ways as I can. In truth, I'd be so lucky. She has routinely put herself into situations that others have shied away from, and is willing to learn, ask questions, and advocate for what is right. She's motivated by data, meaning while she may have a gut feeling, she is a careful collector and observer of the evidence and does not make snap judgements nor knee-jerk decisions. It is no exaggeration to say she was held in the highest regard from the numerous individuals and cross-functional teams she worked with over the past 7 years.

My most recent professional experience was working on a team where Ms. Hamlington was the team lead for the past three years. This is a team of diverse personalities, all high-achieving individuals with a willingness to speak up. Leading this team was not easy, especially when COVID-19 completely changed the landscape of how we all work and communicate. But, despite the challenges that Ms. Hamlington surely faced, she was a steady presence guiding, encouraging conversation and development, and creating space for debate when consensus wasn't reached. During this time she also completed at least two additional leadership trainings and I witnessed her put those lessons to use both as a team lead and in cross-functional projects, particularly when tensions arose.

Despite not living in Colorado, I know Ms. Hamlington is passionate about the value of community, but particularly the Louisville community. Her roots are firmly planted and she is motivated to maintain, preserve, and improve Louisville for generations to come. Working with Ms. Hamlington is among one of my professional highlights, and I'd encourage you do so as well.

Sincerely,

Lindsey Mette

2023 Application for Ward 3 City Council Appointment

To serve as a Ward 3 City Council member you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Dietrich C. Hoefner	
Home Address: [REDACTED] Louisville CO 80027	
Email Address: [REDACTED]	Phone Number: [REDACTED]
Occupation: Attorney	Employer: Lewis Roca Rothgerber Christie LLP
Education: A.B., Engineering, Lafayette College; J.D. University of Colorado Law School	

Application Process:

1) Statement of Interest:
Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.

2) Supplemental Questions:
A list of supplemental questions is included below for you to answer as a part of your application.

How long have you lived in the City of Louisville? Six years
How long have you lived within the current boundaries of Ward 3? Six years
Are you currently serving, or have you previously served, on a City board or commission: <input checked="" type="radio"/> yes <input type="radio"/> no
If yes, which board or commission: Planning Commission Serving since January 2018
<i>If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).</i>

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? YES NO

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Per the City Charter Sections 3-3 (c) & (d) any person who seeks election or appointment to the office of Councilmember, and who has been convicted of any of these offenses, shall disclose the same in writing under penalty of perjury.

A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?
 YES NO If Yes, please explain below:

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Dietrich C. Hoefner

Signature

1/4/2023

Date

Please note:

- It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.
- All information on this application is public record and will be released for public review.
- If appointed, City Council attendance rules state members may miss no more than six (6) regular meetings in any twelve (12) month period.
- This appointment will expire in November 2023. The appointee will be eligible to run in the November 2023 election for a full four-year term.
- Interviews are tentatively scheduled for the evening of January 31. You may need to be available that evening for an interview with the City Council in person.
- Please contact Meredyth Muth (MeredythM@louisvilleco.gov or 303.335.4536) if you have questions or need assistance or other accommodations.
- Please submit this application with your letter of interest by email to MeredythM@LouisvilleCO.gov or deliver it to City Hall, 749 Main Street. City Hall is open Monday – Thursday, 8 am – 4 pm.
- **Applications are due by January 13, 2023 at 4:00 pm.**

Anyone who needs this information translated should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov.

Si requiere una copia en español de esta publicación, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

Supplemental Questions

1) *What is your view of:*

- a. *The role of the City Council as a governmental body?*
- b. *The most important responsibilities you would have as a Councilmember if appointed to Council?*

(a) As the governing body for the City, Council's role is first and foremost to serve the people of Louisville. Within this broad function, Council must fulfill core municipal functions by ensuring that services and facilities are available and functioning to meet citizens' needs. Transportation, utilities, public safety, open space, recreation, cultural facilities, and other municipal services all benefit from Council planning and oversight to ensure that current and future needs are being met. These core services are more important than ever as Louisville continues to recover from the Marshall Fire and homes and neighborhoods are rebuilt. In overseeing these core functions, Council must supervise (and from time to time select) the City Manager and other key staff to ensure that City functions are being fulfilled effectively and efficiently. This necessarily entails financial stewardship as well, ensuring that the City sets appropriate budgets, works within those budgets, and actively plans for long-term fiscal sustainability.

In addition to ensuring that core municipal functions run well, Council also has an important role in setting policy for the City. This includes making sure that Louisville's land-use plans are up to date and reflect an appropriate vision for future development. For example, Council has a key role in considering how land-use planning can be used to address commercial vacancies within the City to attract new businesses and/or uses within underutilized areas. Council's policymaking extends to other important areas as well, including overseeing building codes (which was a key area in the wake of the Marshall Fire); planning for energy and environmental issues within the City (especially in the context of the broader energy transition that is occurring); planning the transportation system for the future; preserving and acquiring open space; partnering with other governments on regional, statewide, and national projects; and working to address housing affordability.

These roles all go to the same core function, however, which is that Council is best viewed as a body that strives to serve all the people of Louisville and works to ensure the future success, vibrancy, and sustainability of the City.

(b) Three of the most important responsibilities I would have as a Councilmember are:

--> Listening. We are fortunate to live in a community where many people are involved and engaged in local decision-making. As a Councilmember, I would always prioritize listening to people who come forward with ideas, concerns, or questions to ensure that decisions are fully informed and that, regardless of whether I see eye-to-eye or disagree, those seeking to be involved have a meaningful opportunity to be heard. This principle also extends to listening carefully to other Councilmembers, Staff, and others that may come before Council.

--> Problem-Solving and Preparation. As a Councilmember, I would prioritize a problem-solving approach to difficult issues and challenges facing the City. This means keeping an open mind, looking for creative and novel ways of addressing difficult topics, and ensuring that stakeholders are engaged as early as possible. Careful and thorough preparation is also essential to this approach—making good decisions requires detailed consideration and thoughtful analysis.

--> Compromise. Values and priorities are often in competition with one another, and people do not always agree on how the most important issues should be addressed. As a Councilmember, it would be important to remain open and willing to compromise, to give others the benefit of the doubt, and to recognize that there is often more than one reasonable way to move forward.

While there are certainly many other responsibilities I would have as a Councilmember, these principles would form the foundation of how I would approach a seat on Council.

- 2) *What is your view about the most important issues facing:*
- a. *Louisville as a city and community and what strategies do you believe will be most effective in addressing them?*
 - b. *Ward 3 and what strategies do you believe will be most effective in addressing them?*

(a) Issues facing Louisville as a community:

—> Fire recovery, rebuilding, & mitigation. Louisville has made tremendous progress in recovering from the Marshall Fire and we must continue to make sure that we prioritize rebuilding and recovery efforts as additional fire-related issues arise. We also must face the reality of climate change more broadly and how it will shape Louisville's future, including planning and implementing fire mitigation/resiliency measures.

—> Land-use mix and commercial vacancies. At the same time that home prices in the City continue to be unattainable for many, we also face significant commercial vacancies and underutilized spaces related in part to shifting trends around retail shopping. Finding a path forward will require creative thinking to ensure that Louisville continues to have a sustainable economic future while retaining its cherished small-town character. The upcoming comprehensive planning process will be key in this regard.

—> Transportation. The recent Transportation Master Plan highlighted key areas of concern and potential improvement for the City around transportation. It documented significant community interest in expanding and improving alternatives to driving, investments in Louisville's trail system, and solutions to address growing congestions and traffic safety concerns.

—> Community building. One of Louisville's greatest strengths is its close community. Although we are in a time of significant change, we should look for opportunities to build on this strength. Louisville should be a place where all people feel welcome and included, have opportunities for connection, and have a voice in how we will plan for the future.

(b) The general issues outlined above also impact Ward III in particular. Specifically, Ward III is home to the McCaslin Parcel O, which is transitioning from prior big-box retail to other uses—the City has an opportunity to continue to influence how this large parcel develops through thoughtful land-use planning. Similarly, the McCaslin corridor along the boundary of Ward III will be a key area for continued transportation improvements, especially with respect to making first- and last-mile connections into the transit hub there. Finally, Ward III was significantly impacted by the Marshall Fire and will continue to rebuild and recover—in doing so there will be more opportunities to strengthen community ties.

- 3) *As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?*
- a. *Residents*
 - b. *Businesses*
 - c. *City staff*
 - d. *Developers*
 - e. *Fellow City Councilmembers*

--> Residents. Residents are the core of Louisville and are the most important group with whom Council interacts. Council should work to serve residents as best as possible, and I would hope to be perceived as someone who is always open to hearing ideas, concerns, questions, and who will approach issues as thoughtfully as possible.

--> Businesses. Businesses are one of the key economic drivers of the City and contribute a huge amount to our community whether by creating jobs, retail and dining experiences, services, or other valuable contributions. Businesses should be able to have their interests and concerns heard and taken seriously. And I would hope that businesses perceive me as being fair and predictable.

--> City staff. From my time on Planning Commission, I know that Louisville has truly first-class staff who work tirelessly to make the City run. Staff should be recognized for their considerable subject-matter expertise and commitment to the City. I would hope that Staff would perceive me as giving thoughtful consideration to their ideas and recommendations while still being independent and looking for opportunities to add new or different ideas to the conversation.

--> Developers. Developers built Louisville into the City it is today and will continue to build the Louisville of the future. Developers should be able to perceive the City as a place that has clear standards and expectations for new development, and where new ideas get a fair hearing. While not every project will be approved as proposed, I would hope that developers would perceive me as being consistent, fair, and reasonable when evaluating projects against the applicable standards.

--> Fellow City Councilmembers. I would hope to build good relationships with other Councilmembers through thoughtful discussion of issues, collaboration, and mutual respect. I would hope to be perceived as someone who is trying their best to serve the City, and as someone who recognizes that each of the other Councilmembers is trying to do the same.

4) Please review carefully the [City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter](#). Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

No.

5) Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

Louisville should consider reevaluating its residential speed limit of 25 mph. Neighboring Cities including Boulder, Golden, and Denver have either adopted or are considering a "20 is Plenty" policy that lowers the speed limit in residential areas to 20 mph. The Transportation Master Plan identifies that pedestrian and cyclist safety was a "key theme" raised in the stakeholder process. While the City has taken substantial steps to address this concern already, adopting a lower residential speed limit may be an additional tool that would help to show that Louisville is responsive to this important safety concern.

6) *What's your vision for our community in ten years' time?*

Louisville has many opportunities to build on its strengths while adapting to changing conditions. As I have written above, I hope that Louisville will maintain the wonderful community and small-town character that make it such a great place to live. At the same time, I hope that it can continue to make strides toward sustainable development through thoughtful planning. I would hope the Louisville of 2033:

--> Is vital with businesses and economic activity in Old Town, the McCaslin corridor, the CTC, and other commercial areas,

--> Has a transportation network that facilitates biking, walking, driving, transit, and recreation on equal footing,

--> Has done the mitigation necessary to protect against another Marshall Fire,

--> Is inclusive and welcoming, and has made efforts to ensure that there are attainable housing options for those who want to live here,

--> Continues to deliver and improve outstanding services and events like the Recreation and Senior Center, Library, community programming, parks, open space, Street Faire, summer concerts, the historical museum, and others.

--> Has a sustainable economic base to invest for the future.

--> Is a vibrant community that people want to call home.

Dietrich C. Hoefner

[REDACTED]

Louisville, CO 80027

January 12, 2023

Louisville City Council
749 Main Street
Louisville, Colorado 80027

Dear Mayor and Councilmembers:

Please accept the attached application to serve as a Councilmember for Ward III. I am applying to serve on Council because, after moving here six years ago and starting a family, I am proud to call Louisville my home and I want to contribute to shaping the City's future.

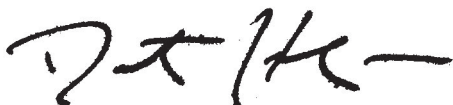
I have served the City since 2017 as a member of the Planning Commission, on which I currently serve as vice chair. Through that service I have gotten a first-hand view of some of the opportunities and challenges facing the City. During my time there, I have thoroughly enjoyed the opportunity to collaborate with my fellow commissioners and City Staff to work through interesting (and sometimes difficult) land-use questions.

Professionally, I am a partner in the Denver office of the law firm Lewis Roca, where I am a member of the firm's regulatory and government practice. I work on complex regulatory matters of all types, with a focus on energy and natural resources. I have found my training and experience as an attorney to be invaluable in my role as a planning commissioner and would expect it to help me navigate issues facing Council.

Local government has an important and direct impact on people's lives and can be a place where people come together to solve important problems. We have been reminded of this most recently through the City's admirable response to the Covid-19 pandemic and Marshall Fire. I want to serve on Council to be part of this force for good and to continue to foster the sense of community that makes Louisville exceptional.

Thank you very much for your consideration.

Sincerely,



Dietrich C. Hoefner

2023 Application for Ward 3 City Council Appointment

To serve as a Ward 3 City Council member you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Gregory Alan Maring	
Home Address: [REDACTED] Louisville CO 80027	
Email Address: [REDACTED]	Phone Number: [REDACTED]
Occupation: Commercial Real Estate	Employer: Self
Education: B.S. Civil & Environmental Engineering, Cornell University	

Application Process:

1) Statement of Interest:
Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.

2) Supplemental Questions:
A list of supplemental questions is included below for you to answer as a part of your application.

How long have you lived in the City of Louisville? [10+ years](#)

How long have you lived within the current boundaries of Ward 3? [10+ years](#)

Are you currently serving, or have you previously served, on a City board or commission: yes no

If yes, which board or commission:

If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? YES NO

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Per the City Charter Sections 3-3 (c) & (d) any person who seeks election or appointment to the office of Councilmember, and who has been convicted of any of these offenses, shall disclose the same in writing under penalty of perjury.

A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?

YES NO If Yes, please explain below:

Previously COO and part owner of Casey Industrial (890 W. Cherry St). Current Owner of The Corner in Louisville (640 Main St.) and previously owner of Tilt Pinball / Louisville Underground in The Corner (retired summer 2022).

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Gregory Maring

1/11/23

Signature

Date

Please note:

- It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.
- All information on this application is public record and will be released for public review.
- If appointed, City Council attendance rules state members may miss no more than six (6) regular meetings in any twelve (12) month period.
- This appointment will expire in November 2023. The appointee will be eligible to run in the November 2023 election for a full four-year term.
- Interviews are tentatively scheduled for the evening of January 31. You may need to be available that evening for an interview with the City Council in person.
- Please contact Meredyth Muth (MeredythM@louisvilleco.gov or 303.335.4536) if you have questions or need assistance or other accommodations.
- Please submit this application with your letter of interest by email to MeredythM@LouisvilleCO.gov or deliver it to City Hall, 749 Main Street. City Hall is open Monday – Thursday, 8 am – 4 pm.
- **Applications are due by January 13, 2023 at 4:00 pm.**

Anyone who needs this information translated should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov.

Si requiere una copia en español de esta publicación, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

Supplemental Questions

- 1) What is your view of:
- a. The role of the City Council as a governmental body?
 - b. The most important responsibilities you would have as a Councilmember if appointed to Council?

a. I believe the City Council should represent and work for the constituents of the city. Most importantly is to address the pressing issues facing the residents and businesses in the town.

b. Help facilitate the rebuilding of the community and changing perceptions that Louisville is not business friendly. This would require interaction with the community, business owners, and fellow council members.

- 2) *What is your view about the most important issues facing:*
- a. *Louisville as a city and community and what strategies do you believe will be most effective in addressing them?*
 - b. *Ward 3 and what strategies do you believe will be most effective in addressing them?*

I believe the two biggest issues facing the community and Ward 3 are the same:

- Rebuilding the community after the Marshall fire
- Changing perceptions that city is not business friendly

I have a strong network of residents and business owners and these two issues consistently come up in conversation. Changing perceptions that the city is empathetic to these issues and taking action are paramount.

Throughout my career I have been known as a good problem solver and thinking outside the box, while working well with others. Working with owners, developers, designers, fabricators, management, and construction teams to build successful projects in often challenging locations. Hopefully the Council team is already up to speed on these issues, but I may be able to look at them through a different lens.

3) As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?

- a. Residents
- b. Businesses
- c. City staff
- d. Developers
- e. Fellow City Councilmembers

a. Residents – I have had the opportunity to interact with many residents through my children, volunteer work, and local business. All three of my children attended Monarch and participated in different activities such as volleyball, dance, soccer, clubs, etc. My volunteer work in the schools, community, and coaching has increased my reach within the community. Furthermore, owning a local business allowed me to interact with countless others. I believe I'm both well connected and well perceived in the community.

b. Businesses – I was COO and part owner of Casey Industrial, headquartered in Louisville. I also owned Tilt Pinball and the Louisville Underground and was instrumental in their development at their current location. I currently own The Corner in Louisville, which in addition to Tilt and the Underground, houses Verde, Punch Buggy, Cultivate Kitchen, and Pitch Karaoke. The Corner will be recognized by the Chamber as the Business of the Year in 2022. I understand the challenges of developing and operating a business within the city. I have also worked to develop relationships and partnerships with many other businesses in the city. I believe other business owners respect the work that I have done in the community.

c. City Staff – I have had the opportunity to work with city staff while refurbishing my home, after the death of wife (cemetery), starting/running a business (permitting, liquor license, tax, water issues, signage, etc.). These experiences have been mostly positive, and I have appreciated the support I received on many of these fronts.

d. Developer - As a developer of city business myself, I understand some of the unique challenges required. In my construction career, I also worked with many owners to develop large infrastructure projects in unique locations, so I understand most aspects from front end design all the way through operation.

e. Fellow City Councilmembers - I have had the opportunity to interact with many of the council members and would look forward to bringing a unique perspective and background to the table. I respect and appreciate that all members are interested in serving their community.

4) Please review carefully the [City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter](#). Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

As a matter of disclosure, I am part owner of The Corner in Louisville at 640 Main Street in Louisville. The building is currently for sale. I was also previously owners of Tilt Pinball, The Louisville Underground, and Casey Industrial in the city.

Therefore, I might potentially have to recuse myself from any issues with businesses I own, previously own, or located within property I own.

5) Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

A common complaint I hear from both business owners and the public is the bag tax. Although well intentioned, it provides an undue administrative burden on small businesses, while providing a profit center for larger business. In general, I think green initiatives should be incentivized, rather than punitive. I think some other proposed restrictions on business are increasing the possibility of further migration of business out of town. I think changing the perception that Louisville is not business friendly is important to the long-term viability of the community.

6) *What's your vision for our community in ten years' time?*

First and foremost, I would like to see the homes that have been impacted by the Marshall fire be rebuilt. Followed by a vibrant downtown and a friendly business climate. I envision a truly collaborative atmosphere between the residents, businesses, and government. Ultimately, a place that people are proud to live, businesses can be successful, while retaining the charm that make the city one of the best places to live in America.

Gregory Maring

[REDACTED]
Louisville, CO 80027
[REDACTED]

January 9, 2023

Meredyth Muth
City Hall
749 Main Street
Louisville, CO 80027
MeredythM@LouisvilleCO.gov

To whom it may concern:

I appreciate the opportunity to present my application for Ward 3 City Council Appointment. My demonstrated commitment in the city as a business owner and volunteer coupled with my background as an executive leader and global perspective, make me qualified for the position. I have a history of finding creative solutions to unique problems, while working collaboratively with others.

I was born in Washington DC. My parents have worked for over 50 years through their church in the inner city of Washington in helping address the homeless situation and rebuilding the community after tumultuous times. This commitment to helping those in need and improving the community was formative in my youth. Living in the Washington Metro area, I was also fortunate to be surrounded by a diverse community from unique backgrounds, that helped foster my desire to travel and continue to experience other cultures. Another important figure in my life was my grandfather, an ace marine pilot and doctor, who had a tireless work ethic borne in part from the struggles through the Great Depression. He purchased land in Colorado in the 1960s and visiting him inspired me to want to live in this great state and work hard to achieve my goals.

I graduated from Cornell University in Civil and Environmental Engineering. My career in industrial construction infrastructure projects took me to many different countries including Trinidad, Argentina, Venezuela, Chile, Puerto Rico, among others, and became fluent in Spanish along the way. I was also fortunate to participate in an executive level program at the University of Texas McCombs Business school and both attend and later taught at the Global Leadership Development program at Rice University.

I met my wife in Peru and she and her daughters immigrated to the US and became citizens. We also had a son together. In 2012, we decided to move to Colorado and picked Louisville for its renowned status as a great place to live with excellent schools. Unfortunately, in 2014 my wife was diagnosed with cancer and passed away shortly thereafter. At the time I was COO and part owner of

Casey Industrial, whose headquarters are in Louisville. I “retired” to take care of her and then the kids after her death. I was overwhelmed with the generosity of so many families that helped with meals, shoveling snow, running errands, helping take care of my kids, among other things.

A silver lining of this “retirement” was that I was able to volunteer in the local school, Monarch (field trips, activities, class photographer, etc.), other places in the community, and get my coaching license at the Trebol soccer club. This also allowed me to spend more time with my kids, while simultaneously being able to interact with many families around the community through my kids’ schools and activities. I also joined a local pinball league at Tilt Pinball on Front Street to meet new people. When I learned it was closing, I decided that I had the resources to keep it going. This seemed like a great opportunity to give back to my community. When I learned the Blue Parrot was closing, this seemed like a perfect new home for Tilt and purchased it in 2017. I had a vision to create The Corner in Louisville as an entertainment hub downtown. The Corner now houses, Verde, Tilt Pinball, the Louisville Underground, Punch Buggy, Pitch Karaoke, and Cultivate Kitchen. The Corner has been recognized by the chamber as the business of the year in 2022. My interactions with patrons also gave me another avenue to interact with the community.

My demonstrated commitment to Louisville through volunteer work and energizing downtown coupled with my executive leadership skills and global perspectives make me excited at the hopeful opportunity to serve my community in a new way. Thank you for taking the time to consider my application.

Sincerely,

Gregory Maring

2023 Application for Ward 3 City Council Appointment

To serve as a **Ward 3 City Council member** you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Rocky Riviera	
Home Address: [REDACTED]	Louisville CO 80027
Email Address: [REDACTED]	Phone Number: [REDACTED]
Occupation: Engineer	Employer: IBM
Education: Associates in Art, BA Business, BS Computer Science, ME Engineering	
Application Process:	
<p>1) Statement of Interest:</p> <p>Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.</p>	
<p>2) Supplemental Questions:</p> <p>A list of supplemental questions is included below for you to answer as a part of your application.</p>	
How long have you lived in the City of Louisville? 12 years	
How long have you lived within the current boundaries of Ward 3? 12 years	
Are you currently serving, or have you previously served, on a City board or commission: no	
If yes, which board or commission:	
<p><i>If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).</i></p>	

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? **NO**

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

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A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?

NO If Yes, please explain below:

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Rocky Riviera

1-12-2023

Signature

Date

Please note:

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Supplemental Questions

- 1) What is your view of:
 - a. The role of the City Council as a governmental body?
 - b. The most important responsibilities you would have as a Councilmember if appointed to Council?

What is the role of city council:

1.a.) Responsibilities of the City Council includes identifying problems and needs within the community and establishing community goals and objectives to meet those needs. Council members represent the City's interests regionally, and as members of the budget committee, they participate in annual fiscal planning and budgeting.

Example of services that councils provide include:

- local roads and infrastructure.
- parks maintenance and pools.
- water and sewerage.
- waste collection.
- animal management (e.g. pet registration)
- urban planning, building services and protection of heritage buildings or vegetation.

The role of a council member

- Providing leadership and guidance to the community. ...
- Facilitating communication between the community and the council. ...
- Determining policy. ...
- Planning for the future. ...
- Managing assets. ...
- Governing finances. ...
- Reviewing policy. ...
- Attending meetings.

1.b.) Most important responsibilities: Leading and embracing change and transformation through creative thinking, diverse perspectives, learning, and continuous improvement. Proactively engaging colleagues and other stakeholder in developing solutions through open communication. Fostering a culture where every employee feels valued, supported, and inspired to achieve both common and individual goals. Take responsibilities and owning actions. Treating people, processes, roles, and property with care and consideration.

2) *What is your view about the most important issues facing:*

- Louisville as a city and community and what strategies do you believe will be most effective in addressing them?*
- Ward 3 and what strategies do you believe will be most effective in addressing them?*

2.a.) Effective strategies: Adjust finances, fees, and budgets in response to the Marshall Fire, related to economic impacts. Complete the comprehensive system upgrade on the Tyler-Munis financial enterprise.

Increase diverse and inclusive program offerings and utilize marketing and outreach strategies to grow attendance and participation in all City arts and cultural activities.

Develop business retention support programs to assist those most economically impacted from the Marshall Fire. Develop economic vitality strategic plan, including tools and programs focused on increasing retail sales and attracting a more diverse customer base and source of revenue to the city.

Complete SH 42 4 lane conceptual design plan and pursue future funding for corridor improvements.

Continue to review Police Department and Municipal Court operations, approaches, and policies to support an equitable approach to community safety, resources, and referrals around community mental health needs, and promote a fair and equitable justice system.

Continuously improve on providing stable technological infrastructure that supports telework and enhances network and data security. Train employees to have an awareness of malware and how to mitigate attacks and protect data.

2.b.) Ward 3 strategies: Find a way for residents whose homes were destroyed by the Marshall fire to opt out of net-zero building code requirements that were implemented just weeks before the December 30th blaze.

Draft an ordinance that would repeal the requirement that all new-built homes must have sprinkler systems. Seek grants for complying with the wildland urban interface codes for resiliency. The next step after the Marshall fire is creating climate change actions.

Begin a 10-year comprehensive plan for affordable housing. This can start with continually supporting the first affordable housing ordinance.

3) *As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?*

- a. *Residents*
- b. *Businesses*
- c. *City staff*
- d. *Developers*
- e. *Fellow City Councilmembers*

3.a.) Residents: A City Councilmember needs to understand, appreciate, and respect resident's personalities and differing philosophies.

3.b.) Businesses: A City Councilmember needs to establish options for mutual gain. Create an opportunity to jointly think about and creatively invent new ideas that will be of interest to both negotiators.

3.c.) City Staff: Let staff know you are listening. Ask clarifying questions. A councilmember shows a desire to better understand the staff by demonstrating attentiveness and interest.

3.d.) Developers: Separate the people from the problem. It is far more effective to attack the problem or issue together. It's also a much better way to preserve an important working relationship.

3.e.) Fellow City Councilmembers: It is not unusual for emotions to cloud problem-solving when councilmembers feel strongly about an issue. Insist on using objective criteria. Working to creatively solve a problem or reach an accord can be advanced if the councilmembers can agree on some sort of common standard or a result that they think makes sense.

4) Please review carefully the [City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter](#). Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

There is no reason why I would not be able to serve as a Councilmember and abide by the Code of Ethics. This is something I know a lot about. Every year at IBM all employees had code of ethics training and signed an agreement to the code.

The Louisville City Charter has a well-written code of ethics that clarifies the mission, values, and principles.

5) Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

The affordable housing ordinance should grow and expand. Affordable housing is an issue that threatens the vision of Louisville to provide a vibrant, healthy community with the best small-town atmosphere. Affordable housing is an issue that threatens the mission of Louisville to protect, preserve, and enhance the quality of life in the community.

6) *What's your vision for our community in ten years' time?*

Louisville has been voted the best small town in the country a few times by Money magazine. Louisville can once again become the best small town that people want to live in and work in. Louisville can own a set of unique and memorable experiences. From quaint downtown district to stunning natural scenery. Louisville can provide something for every type of traveler, and they're ideal weekend trip.

Statement of Interest

Statement of Interest

Anyone who has lost their home in the Marshall fire and is rebuilt has a love for the Louisville community. This is the Phoenix Rising. To rise like a phoenix from the ashes means to emerge from a catastrophe stronger, smarter, and more powerful.

My house is on the Louisville golf course tee number one, Coal Creek Ranch South.

I was in my house when the floods came through the Louisville golf course. The pond behind my house became a lake. I watched the water come up into my backyard.

2021 December 31st I saw the unbelievable result of the Marshall fire on my house and on my neighbor's houses. Rebuilding is a long hard process. My love of the Louisville community is why I am rebuilding.

I would like to pay-it-forward in Louisville by becoming a councilmember.

I worked at IBM for 38 years. My last day at work was the day of the Marshall fire. I was at work to sign some exit papers and turn in my office key. I retired 1-1-2022. During my career at IBM I have been a computer programmer, a project manager, a help desk manager, a disaster recovery manager, an out sourcing transition manager, a consultant, and a logistics manager. I was the chair of the Native American group at IBM. I have worked in several states in the U.S., and I have worked in several countries. During my career I have worked with several different cultures, and I have work on multi-million-dollar projects. IBM has enabled me to obtain a lot of knowledge and experience. I have been very lucky to have worked for IBM for so long. I am grateful for my career, and I would like to pay it forward by contributing to the Louisville community.

Education:

Associates degree in Art

BA in Business

BS in Computer Science

Master's in engineering – University of Colorado

Experience

Board member for 8 years Coal Creek Ranch Louisville Colorado

President of the board for 6 years Boulder Metalsmithing Association. Non-profit school

President of the board for 5 years Timber Lodge Condos Keystone Colorado

Vice President Yacht Club condos Dillon Colorado

Currently vice-president of Colorado Metalsmithing Association

Adjunct college professor for 15 years University of Phoenix

Boulder Road Runners Club member 25 years

Boulder Triathlon Club member 10 years

Currently managing an AirBnB in Kona Hawaii

Currently rebuilding my jewelry studio with plans to start selling jewelry.

Background

Born in Denver Colorado

Lived in Boulder County for 40 years

Meredyth Muth

Subject: FW: 2023 Application for Ward 3 City Council Appointment
Attachments: fireworks.png; Resized_20220321_164807.jpeg; IMG_1239.jpeg

From: Rocky Riviera [REDACTED]
Sent: Friday, January 13, 2023 8:26 AM
To: Meredyth Muth <meredythm@louisvilleco.gov>
Cc: Dennis Maloney <DennisM@louisvilleco.gov>
Subject: Re: 2023 Application for Ward 3 City Council Appointment

Thank you, you too!

I would like to share something that was not in the application but you can share it with the council members. I might be in a documentary about climate change. Gideon is documenting what people go through after a fire or a flood. He came to my house after the Marshall Fire. Gideon took pictures, he made videos, and he interviewed me.

Cheers,
Rocky

Gideon's Burning World series as the year comes to an end.

The Marshall Fire portion of the series is slowly getting released and recognition around the world. Back in August the Amateur Filmmaker Magazine based in the UK published an article on Burning World as a whole and mentioned Gideon's work in Colorado. I've attached an image of the pages to this email.

In late October the Guardian started work on an article featuring families around the globe that participated in Gideon's series. The article also took a look at some of the forensic photos Gideon has taken of burned items and the stories connected to them. Three people from the Marshall Fire were interviewed and included. I don't believe the article has been published yet, but as soon as I'm able to email a link/copy I'll send it out.

Then in late November the Soho Photography Quarter in London coordinated an outdoor exhibit with Gideon's photos. It is the first time that both of the Drowning World and Burning World series were displayed side by side. One of the Marshall Fire photos will be on display at the exhibition until May. You can read more about it here:

<https://thephotographersgallery.org.uk/whats-on/gideon-mendel-fire-flood>

Fire works

Peter Dench talks to **Gideon Mendel** about his award-winning work, *Portraits in Ashes*

In 2007 Gideon Mendel photographed several floods that happened within weeks of each other, one in the UK, the other in India. He went on to visit flood zones around the world for his *Drowning World*. Submerged Portraits series, floods that didn't discriminate between wealthy and poor communities; Haiti, Pakistan, Australia, Thailand, Nigeria, Germany, Brazil, Bangladesh, France, the USA and The Philippines.

Gideon has switched from floods to fire. Since the beginning of 2020 he has travelled to Australia, Greece, Canada and the USA to document the aftermath of blazes that have destroyed homes, killed numerous people and burnt millions of acres of land. 'The challenge with flooding is to be there. Once you're there the images make themselves, you have a flat plane in front of you, making for a very simple composition. To get there and be in position before the water subsides is the hard thing. Photographing the aftermath of fires, it's not that hard to be there because you've got time. The challenge is finding people,' he explains. 'It's often quite difficult to pre-arrange people. Somehow once you're in the area and also when a few people have been photographed and they've had a good experience of being photographed, it spreads and they tell other people.'

The people in Gideon's *Portraits in Ashes* are meticulously placed. Before they arrived, he spent a lot of time to find the right frame for several challenging reasons: fire creates a visually chaotic environment to compose and he wanted to limit the time survivors returning to a place of trauma had to spend there by being prepared.

For *Drowning World*, Gideon photographed on old Rolleiflex cameras. With his eyesight not what it was and a few too many film frames returning out of focus, there was a need for change. After being loaned a Fujifilm GFX 50 system, when the 100 series came out, the video quality was a game-changer and he made the shift to digital. The quality of the digital files allowed him to work in square format or whatever format he chose. Using just a camera, tripod and available light, his subjects engage the viewer directly from their devastated lives. The effect is

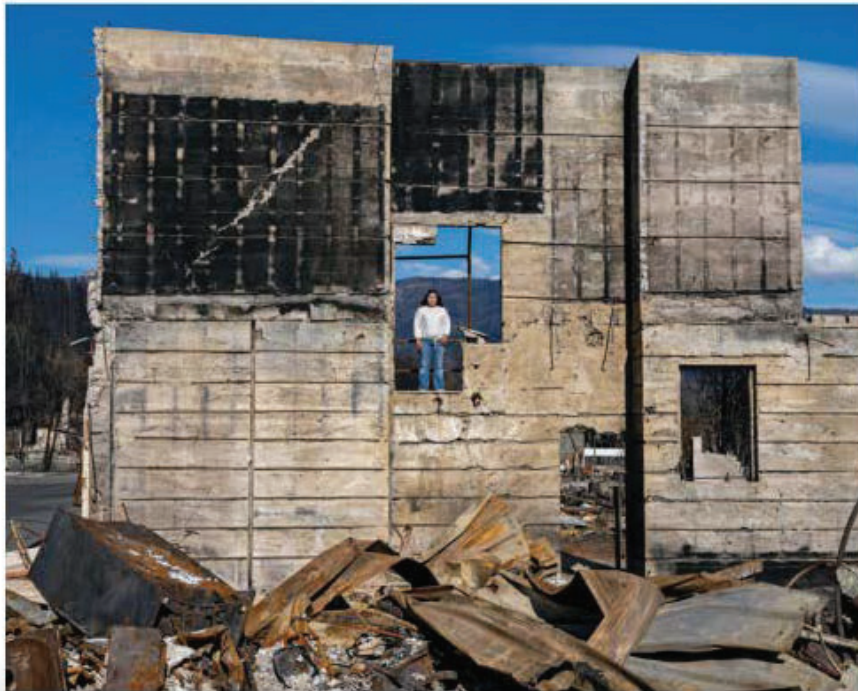
unsettling and artistic. 'You want people to look. They are much more than just evidence, they are also metaphors and you need something aesthetic to make that work.'

Gideon spends around ten days in the field shooting for each trip. Ideally, he works with an assistant who lives close to the catastrophe. 'I don't need a lot of technical photographic assistance; it's more fixing and arranging, the emotional labour. We are working with people returning to the site of trauma. Huge sensitivity is required.'

For his portraits of the aftermath of the Marshall Fire in Colorado, through some university contacts he found Taylor Neumann, a recently qualified film graduate who lived a mile away to assist and help lighten some of the tension, keep everyone smiling and grounded when needed.

Gideon may not document the drama of the raging orange flames and dense black smoke, but his portraits are equally impactful. He has also amassed burnt objects to photograph, treating them as artefacts of climate change: a warped child's tricycle, misshapen bottles and goblets, cups fused together, scorched picture frames and 13 Nikon cameras from a collector's home – cameras which used to record, now have an effect of climate change recorded on them.

For *Portraits in Ashes*, Gideon provides extensive interviews and quotes, believing in the importance of asking the people he photographs how they view what happened to them in relation to climate change. Jenni Bruce, photographed standing among the ruins of her burnt home in Upper Brogo, southern NSW, Australia (for which Gideon won the 2021 Head On Portrait Award), reveals: 'It was all gone. I had a great workshop with tools that I'd spent a lifetime gathering. I had a huge collection of paints and canvases, and I was working on a new body of work to exhibit. It was devastating to lose that amount of hard work... I wish the people in power would listen; I wish they'd stop using industries that are so bad for our environment.' Or as Sharyn Wotton, also photographed in Australia, succinctly remarks: 'We've pissed Mother Nature off big time, and she's paying us back.'



Gideon Mendel

Gideon Mendel moved to the UK in the 1990 and has since worked on a number of important projects. He has been published in a wide range of prestigious publications and won numerous awards including the Eugene Smith Award for Humanistic Photography gideonmendel.com



Clockwise from top left: John Hamar, USA (2020); Father Ioannis Sifilekis, Greece (2021); Kevin Goss, USA (2021); Rhonda Rossbach, Derek Briemand and Autumn Briemand, Canada (2021); Jenni Bruce, Australia (2021); Danielle Guerra, USA (2021)







2023 Application for Ward 3 City Council Appointment

To serve as a Ward 3 City Council member you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Justin Solomon	
Home Address: [REDACTED]	Louisville CO 80027
Email Address: [REDACTED]	Phone Number:
Occupation: SAHD, Investor	Employer: Self Employed
Education: BA Government, BS Environmental Science, College of William & Mary	

Application Process:

1) Statement of Interest:
Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.

2) Supplemental Questions:
A list of supplemental questions is included below for you to answer as a part of your application.

How long have you lived in the City of Louisville? 15 years
How long have you lived within the current boundaries of Ward 3? 15 years
Are you currently serving, or have you previously served, on a City board or commission: <input type="radio"/> yes <input checked="" type="radio"/> no
If yes, which board or commission:
<i>If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).</i>

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? YES NO

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Per the City Charter Sections 3-3 (c) & (d) any person who seeks election or appointment to the office of Councilmember, and who has been convicted of any of these offenses, shall disclose the same in writing under penalty of perjury.

A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?
 YES NO If Yes, please explain below:

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Justin Solomon

1/12/2023

Signature

Date

Please note:

- It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.
- All information on this application is public record and will be released for public review.
- If appointed, City Council attendance rules state members may miss no more than six (6) regular meetings in any twelve (12) month period.
- This appointment will expire in November 2023. The appointee will be eligible to run in the November 2023 election for a full four-year term.
- Interviews are tentatively scheduled for the evening of January 31. You may need to be available that evening for an interview with the City Council in person.
- Please contact Meredyth Muth (MeredythM@louisvilleco.gov or 303.335.4536) if you have questions or need assistance or other accommodations.
- Please submit this application with your letter of interest by email to MeredythM@LouisvilleCO.gov or deliver it to City Hall, 749 Main Street. City Hall is open Monday – Thursday, 8 am – 4 pm.
- **Applications are due by January 13, 2023 at 4:00 pm.**

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Si requiere una copia en español de esta publicación, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

Supplemental Questions

1) What is your view of:

- a. The role of the City Council as a governmental body?
- b. The most important responsibilities you would have as a Councilmember if appointed to Council?

a) I see the role of City Council as a governing body as multi-faceted. City Council serves democracy as the citizenry's elected representatives to City government. Accordingly, Council members should be readily available and responsive to citizen feedback and that feedback should inform Council as it conducts business on the behalf of constituents.

In addition to representing constituents, Council, with support from City staff, ensures adherence to City code throughout deliberations and the decision-making process. Code should be applied universally and as objectively as possible, such that a sense of consistency and fairness is felt by all participants and stakeholders through their interactions with City government.

Beyond fidelity to the objective criterion of local/state laws and City code, the role of Council, in my opinion, is to channel the shared values and priorities of the community to move the City forward. These shared values and priorities are promulgated within City code and the Comprehensive Plan.

Lastly, the role of Council is to seek knowledge and expertise in the pursuit of wisdom through continuous education. So, in summation, the role of Council, in my view, is to apply the law/code, community values/feedback, and understanding/wisdom gained through the pursuit of facts to the governing process.

b) Consistent with the above, I'd consider my highest responsibilities to be; 1) educating myself further on the governmental framework (Comp Plan, City code, etc.) and the issues of greatest import facing the City, 2) working collaboratively with City staff, 3) representing the citizens of Ward 3 through open lines of communication, and 4) conducting myself ethically and professionally at all times if selected to serve on Council.

- 2) *What is your view about the most important issues facing:*
- a. *Louisville as a city and community and what strategies do you believe will be most effective in addressing them?*
 - b. *Ward 3 and what strategies do you believe will be most effective in addressing them?*

a) As evidenced by the Marshall Fire and floods of 2013, unmitigated climate change poses an existential threat to human existence as we've known it. Obviously, Louisville can not solve a global crisis; however, the climate crisis should be front of mind as the City moves forward and adapts to a rapidly changing environment.

Another key issue I've seen play out over my 15 years in Louisville is the nexus between economic vitality and growth, cost of living, and quality of life (small-town character) here in Louisville. This interplay is front of mind with many friends and neighbors when discussing local issues. Fortunately, these objectives are not at odds, rather, properly balanced, all three are achievable and sustainable if decisions and policy are made with the furtherance of all three in mind.

b) In my view, the most pressing issues facing Ward 3 currently would be the ongoing Marshall Fire recovery efforts, revitalization and reimagining of the McCaslin corridor, and balancing the potential benefits and impacts of the Retail Ridge development.

I would apply a first principles approach to each of these issues. Reasoning from first principles can remove the fog of conventions and assumptions. In my opinion, examples of first principles from a City governance perspective, would include:

1. Direct and open communication with all stake holders (as legally permitted).
2. Fair and equitable adherence to and application of City code.
3. Removal of obsolete, unnecessary or redundant practices that do not add value or stray from first principle objectives.
4. Promotion of community values and goals as promulgated in the Comprehensive Plan.
5. Weighing the long-term (generational) impacts of City policy on residents, the community, and the environment.

3) As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?

- a. Residents
- b. Businesses
- c. City staff
- d. Developers
- e. Fellow City Councilmembers

a) Residents should feel that I am on Council to represent them collectively to the best of my ability and not to promote my personal beliefs or opinions. I would wish to be perceived as an open and effective communicator, someone who listens more than he speaks, and who is open to hearing diverse, new, and even unpopular thoughts and ideas.

b) Businesses should see me as an advocate who understands the risks and trials that come with being self-employed or with running a business. Business owners would feel the respect and appreciation I have for what they bring to the community.

c) City Staff would perceive a dedicated, professional, and ethical colleague. One that seeks understanding and puts in the time and effort to educate himself on the issues at hand. Someone with a deep appreciation of the vital and often unseen role staff plays in running the City and someone who values their collective years of institutional knowledge and subject expertise.

d) Developers would find an unbiased arbiter of City code that adheres to facts and process, not idealism or emotion. Any developer seeking not only to profit from Louisville's quality of life, but to enhance it through their development efforts, would find a receptive and amenable presence on Council.

e) My hope is that council members would perceive me as knowledgeable, hard working, caring, cordial, and collaborative. I consider myself to be a pragmatic problem solver that values the time, contributions, and efforts of others. For me to be successful, that self-perception would have to be shared by fellow council members. Last, but not least, keeping an open mind and cordial demeanor despite any differences of opinion or disagreement is critical to a productive and enjoyable working relationship. I have prided myself on that over the course of my professional career.

4) Please review carefully the [City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter](#). Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

After careful review of the City Code of Ethics I see no reason I could not abide by the Code of Ethics. In the unlikely and unforeseen event a conflict of interest did arise I would proactively recuse myself.

5) Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

I was an early adopter of electric vehicle (EV) technology (2013) and have closely followed this burgeoning disruption. As we start up the steep portion of the S-shaped adoption curve for EVs, I see a tremendous opportunity for Louisville to innovate and differentiate ourselves. This disruption will reward the nimble and Louisville should move decisively to both facilitate and capitalize on this transition.

EVs currently comprise approximately 5-percent of all passenger vehicles in Boulder County. The adoption rate in Louisville is likely higher. The rate of adoption will only accelerate from this point. In furtherance of the City's sustainability goals and in light of the Marshall Fire, the City should be doing everything within its discretion and within reason to speed this transition.

To this end, the City should be looking at public charging infrastructure within Louisville. As a starting point, an assessment that identifies where public charging infrastructure currently exists and where public infrastructure is most needed going forward is warranted. The assessment could also evaluate what grants, subsidies, and credits are available for both the purchase of additional City-owned EVs and City-owned and/or operated charging infrastructure. A good starting point would to evaluate potential charger installations at City-owned buildings and facilities, downtown parking lots, and popular open space trailheads.

The City should be encouraging the installation of public charging infrastructure colocated with pumps at both existing and proposed gasoline stations. Private-public partnerships with businesses should be explored where charging infrastructure installation is subsidized for businesses wishing to install chargers on their properties. These partnerships would help businesses afford the up-front capital expenditures and labor costs of the charger installations.

City Council should consider if any ordinances could be enacted or amended to encourage or allow apartment complexes and homeowners' associations to install EV chargers for apartment +

6) *What's your vision for our community in ten years' time?*

Ten years from now I look forward to a Louisville where every Marshall Fire victim that wished to return is safely back in their home, reunited with friends and neighbors, and flourishing. I envision a Louisville that is as rich in racial, ethnic, cultural, and economic diversity as it has ever been over the course of its existence.

I look forward to seeing a Louisville that is leading the way on sustainability and closing in on net zero (carbon neutral) goals. I see a City that is more livable and walkable than ever, based on thoughtful preservation and expansion of open spaces, parks, and connective trail networks, alongside expansion of public transportation and biking options. A City where the air is cleaner than it's been in decades thanks to rapid mass adoption of EV technology facilitated by City, County, and State leaders working in concert.

Louisville remains an economically vibrant community with a diverse set of businesses and companies calling Louisville home. The former Lowes and Sam's Club locations have been redeveloped for some years now and their new occupants and pedestrian-friendly, community-facing designs are contributing to the economic and social vitality of Louisville.

Despite the rapid population growth along the Front Range this past decade, Louisville has maintained its small town feel and family-friendly atmosphere while providing affordable housing options for first-time home buyers and young families. Parents can still navigate across town or to their jobs locally with ease and without crippling traffic congestion. Kids can still safely walk or bike to school through safe neighborhoods.

While climate change has worsened and severe weather events are still on the rise, Louisville has become a far-more climate resilient community. Through restoration of native, drought and fire resistant plants in parks and open spaces, water conservation efforts, fire proofing of critical infrastructure and homes, increased disaster readiness, and the creation of a climate disaster emergency fund, the City is well positioned to navigate these climatic challenges.

Most importantly, ten years from now, Louisville residents aren't talking about how great Louisville used to be, but are talking about how great a place Louisville IS to live. It would be an honor to play a small part in helping to secure that future for the next generation of Louisvillians.

January 12, 2023

Louisville City Council
749 Main St,
Louisville, CO 80027

Subject: Statement of Interest

Dear City Council,

I'm writing to express my sincere interest in filling the vacant Ward 3 seat on City Council. I believe my background, work experience, civic engagement, and temperament are well-suited to the role. Thank you in advance for your careful consideration and for all your commitment of time and effort on behalf of our community.

I grew up on a working farm in Pennsylvania. My dad worked as an Environmental Planner for Baltimore County and served as a Township Supervisor. We enrolled our farm in many conservation programs over the years. So, I developed an interest in land and resource management and local government from an early age. I attended the College of William and Mary and obtained undergraduate degrees in Government and Environmental Science while also playing football. Shortly after graduation I moved to Colorado, drawn by the mountains and all Colorado had to offer. I've lived in Colorado for 22 years now, the last 15 here in Louisville where my wife and I bought our first home together.

I enjoyed an 18-year career in the environmental consulting/engineering field. Over the course of that time I worked on behalf of a diverse set of clients that ranged from the Bureau of Land Management, US Forest Service, National Park Service, Army Corps of Engineers, and Bureau of Land Reclamation to oil and gas corporations (production and midstream), including Anadarko, Petroleum Development Corp, Noble, and DCP Midstream. I started my career in the field and upon retiring from consulting in 2017 was managing multiple client portfolios, a staff of eight, and a multi-million dollar annual budget.

I feel my professional work experience has prepared me well for public service in local government. I routinely worked in stressful environments involving multiple stake holders, including non-profits, large corporations, regulators, private citizens, and legal counsel, to achieve measurable and verifiable outcomes under strict deadlines and budgets. I have experience with regulatory compliance, permitting, technical writing, data analysis, soil and groundwater remediation, personnel management, stormwater best management practices (BMPs), resource management (weed control), commercial real estate transactions, baseline monitoring, health and safety plans/SOPs, and cost estimating/budgeting.

In 2017, I retired from consulting to focus on raising my three children and to start a real estate investing venture. Being self-employed has allowed me to increase my civic engagement. I've volunteered as a youth football and basketball coach for the past eight years through the Louisville Rec, YMCA and Gold Crown Foundation. My wife and I were classroom volunteers at Louisville Elementary, and I recently completed a brief stint on the PTO Board at LES. Pre-COVID I enjoyed volunteering at Community Food Share and look forward to returning.

Being self-employed has also allowed me to stay more informed and get more involved in City governance. I have followed Council proceedings closely the past couple of years and routinely discuss these topics with friends and neighbors. I've attended City Council, OSAB and Parks advisory board meetings both in-person and virtually in recent years. My family and I frequent many of the downtown businesses and know many of the owners personally. Based on this involvement and at the urging of family and neighbors I decided to apply for the open seat on City Council.

Lastly, and perhaps most importantly, I feel I have the right temperament for this position. I'm an introvert by birth, who had to make a conscious effort over the years to develop strong communication and public speaking skills. However, the residual introvert in me is very empathetic and willing to listen first. I am not afraid to admit when I don't know something and curious enough to seek the answers. While I'm passionate and principled, I am open to new ideas and differing views. I am very team orientated from my days on the gridiron, and do not take disagreements personally, but seek to find common ground to build upon. I have an active, if not quirky sense of humor and try to keep things light.

Thank you in advance for the consideration. I'd welcome the opportunity to sit down in person and discuss the future for our great town.

All the best,

Justin Solomon

[REDACTED]
Louisville, CO
[REDACTED]

2023 Application for Ward 3 City Council Appointment

To serve as a **Ward 3 City Council member** you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Sherry Sommer	
Home Address: [REDACTED]	Louisville CO 80027
Email Address: [REDACTED]	Phone Number: [REDACTED]
Occupation: Property owner and manager	Employer: Self
Education: B.A., Colorado College M.A., UC Boulder, UC Denver	

Application Process:

1) Statement of Interest:
Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.

2) Supplemental Questions:
A list of supplemental questions is included below for you to answer as a part of your application.

How long have you lived in the City of Louisville? Since April 2012
How long have you lived within the current boundaries of Ward 3? Since redistricting
Are you currently serving, or have you previously served, on a City board or commission: <input checked="" type="radio"/> yes <input type="radio"/> no
If yes, which board or commission: Board of Adjustment Serving since Jan 2023
<i>If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).</i>

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? YES NO

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Per the City Charter Sections 3-3 (c) & (d) any person who seeks election or appointment to the office of Councilmember, and who has been convicted of any of these offenses, shall disclose the same in writing under penalty of perjury.

A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?
 YES NO If Yes, please explain below:

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Sherry Sommer

1/12/2023

Signature

Date

Please note:

- It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.
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- This appointment will expire in November 2023. The appointee will be eligible to run in the November 2023 election for a full four-year term.
- Interviews are tentatively scheduled for the evening of January 31. You may need to be available that evening for an interview with the City Council in person.
- Please contact Meredyth Muth (MeredythM@louisvilleco.gov or 303.335.4536) if you have questions or need assistance or other accommodations.
- Please submit this application with your letter of interest by email to MeredythM@LouisvilleCO.gov or deliver it to City Hall, 749 Main Street. City Hall is open Monday – Thursday, 8 am – 4 pm.
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Supplemental Questions

- 1) What is your view of:
- The role of the City Council as a governmental body?
 - The most important responsibilities you would have as a Councilmember if appointed to Council?

See additional pages for complete answer

1) The Role of City Council as a governmental body:

-- Council approves development proposals, the Comprehensive Plan, the Annual Budget, and the Consent Agenda.

--Council is responsible for creating an annual work plan.

—Council gives staff direction and reviews procedures.

—Council meets in executive sessions, special meetings, and study session.

—Council decisions must be based on City rules and administrative procedures and represent resident views.

2) The most important responsibilities of a Council Member:

a) Being prepared

—Each Council Member needs to have a strong grasp of the Code, Comprehensive Plan, Rules of Procedure, and Charter. They should ask the City Attorney for clarifications when necessary.

—Come to meetings having read packets/watched relevant videos.

—Members are expected to make decisions which support the key values of the City—fiscal responsibility, environmental sustainability, and equity, diversity and inclusion.

b) Work as team members on Council and with staff and stakeholders:

—Members should make best possible use of recommendations of Boards and Commissions and work of staff.

---Understand condition of the business community and make decisions that support the City's fiscal health.

—Council Members evaluate resident input in light of the Code and the facts of cases they are presented with.

-- Final Council decisions should be based on well informed compromise.



- 2) *What is your view about the most important issues facing:*
- a. *Louisville as a city and community and what strategies do you believe will be most effective in addressing them?*
 - b. *Ward 3 and what strategies do you believe will be most effective in addressing them?*

See additional pages for complete answer

1) Sustainability is the City's top priority and it has three parts. The greatest challenge facing the City is finding strategies that advance more than one of these aspects and getting Council Members to agree to move forward. I am mentioning just a few topics here. These strategies are meant to meet more than one aspect of sustainability.

a) Environmental Sustainability:

—Progress toward getting more residences retrofitted with more sustainable systems

—Strategy: Education on upgrades and rebates for greater energy efficiency. Publicize Energy Smart's work. Potentially offer city based rebates based on income.

b) Equity, Diversity and Inclusion:

—Affordable Housing

—Strategy: Encourage redevelopment of brownfields.

c) Fiscal Sustainability:

—Fill existing vacancies

—Strategy: Strengthen Office of Economic Vitality.

2) Ward 3 and what strategies do you believe will be most effective in addressing them?


a) —Mccaslin Redevelopment. This area contributes to the City's tax base (second behind Downtown) but needs to be made more appealing to residents.

Strategies:

—Support from Office of Economic Vitality to fill existing vacancies.

—Continued work getting agreement on covenant updates between businesses in Parcel O.

--Update the Comprehensive Plan

b) Redtail Ridge: This development could potentially have a large impact on residents in Ward 3, in particular those adjacent to 88th Street and Dillon. The impacts would include traffic, noise, construction impacts, interference with construction of destroyed residences, and visual impact. 

- 3) *As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?*
- a. *Residents*
 - b. *Businesses*
 - c. *City staff*
 - d. *Developers*
 - e. *Fellow City Councilmembers*

See additional pages for complete answer

I don't have control over perceptions of me so I'm rephrasing this question:

"As a Council Member, what would you like to be known for? With this in mind, how would you relate to members of the following groups?"

1) I'd like to be known as a Council Member who is committed to implementing the City's priorities of fiscal, environmental, and social sustainability. I'd like to be known for being fair, well informed and thoughtful.

2) Relating to residents—

a) Support for EDI:

For personal reasons I'm committed to thoughtfully implementing EDI goals in Louisville.

Growing up, I was expected to succeed, unsupported, in a world of inherited privilege and male dominance. I was the oldest of five children and only girl. My mother had mental health challenges and I was expected to help raise my brother from the time I was only in preschool myself. Our family finances were stretched to their extreme limit. (See attached article) My father was an Iranian immigrant and an Iranian carried a stigma due to the hostage crisis. While not ungrateful for the chance to have the best education available, I paid a steep emotional and social cost due to the circumstances.

For this reason I want to encourage a bigger pool of residents to participate and to give them the support they need to thrive and excel. Ashley Stolzmann has been a mentor to me and great role model in this area. I feel proud to have asked three residents with diverse backgrounds to apply for Boards and Commissions this year and that all were appointed. They know I can be a sounding board and encouragement as needed.

b) Service:

Residents need a Council Member who understands that service requires hard work without expectation of reward or acknowledgment. Service means being exposed to criticism and sticking with a job until the very end.

—I have spent most of my life serving others—my brothers when we were growing up, as a volunteer in the community, and my children as a stay at home mom. I am currently caring for my father who has dementia.

--Having been a caregiver helps me understand how City level decisions can impact peoples' daily lives.

4) Please review carefully the [City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter](#). Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

I do not have any potential conflicts of interest at this time. I have no business relationships that would be compromising and neither do my family members. I know how to recuse myself if a conflict of interest ever became an issue.

5) Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

See additional pages for complete answer

We need better support for informed decision during public meetings.

1) The City's rules of procedure need to be updated to allow for more meaningful resident participation. Current rules and practices do not give residents a reasonable opportunity to be heard on complicated issues. The current rules put residents at a disadvantage compared to Council, Board and Commission members, and applicants who do not have time limits.

—According to Council Rules of Procedure Members of the public shall have a reasonable opportunity to be heard at each meeting. Council rules currently allow for pooling time up to six minutes. Planning Commission protocol is that time cannot be pooled.

—I propose that up to 7 residents shall have the right to pool time for up to 21 minutes in all Council, Board and Commission meetings.

—I also propose that Members of any body shall have the right, at their discretion, to ask for additional testimony from any member of the public.

2) Current practices do not give our representatives enough time to study packets. While applicants work with the Planning Commission for months, if not years, Council, and Board and Commission Members only have a few days. As the City has grown packets have gotten much longer and more complicated. Members need more time, especially with quasi judicial applications.

—The City Code does not currently specify how much time Council and Planning Commission Members shall receive materials before deliberating. Section 16:12:030 gives time requirements

6) *What's your vision for our community in ten years' time?*

In ten year's time I hope that we can look back on where we are right now and be proud of having been faithful to our commitment to all aspects of sustainability.

We have so many important decisions facing us as a community right now. We need to be working hard in the next ten to eighteen months-- success ten years down the road depends on it.

In the next year to year and a half these are some of the things I hope for:

- 1) That all residents who had hoped to rebuild after the Marshall Fire would have accomplished that goal.
- 2) That the City will have implemented better building codes and landscaping guidelines to reduce spread of Urban Wildfires.
- 3) That Council will have made progress toward meeting the need for affordable housing.
- 4) That the City could remain fiscally healthy in spite of the costs of the Marshall Fire.
- 5) That The City would have secured an agreement protecting all land north of Disk Drive and the 47 acres on Paradise Drive as permanently protected Open Space.
- 6) That Council Members could come to agreements that support all three aspects of Sustainability.
- 7) That we will have approved a new Comprehensive Plan that will reflect resident input, support fiscal health, and protect the livability of the City.
- 8) That our Municipal Code would be updated to reflect the Comprehensive Plan.

Question 1 - What is your view of:

- a) The role of the City Council as a governmental body?**
- b) The most important responsibilities you would have as a Councilmember if appointed to Council?**

1) The Role of City Council as a governmental body:

-- Council approves development proposals, the Comprehensive Plan, the Annual Budget, and the Consent Agenda.

--Council is responsible for creating an annual work plan.

—Council gives staff direction and reviews procedures.

—Council meets in executive sessions, special meetings, and study session.

—Council decisions must be based on City rules and administrative procedures and represent resident views.

2) The most important responsibilities of a Council Member:

a) Being prepared

—Each Council Member needs to have a strong grasp of the Code, Comprehensive Plan, Rules of Procedure, and Charter. They should ask the City Attorney for clarifications when necessary.

—Come to meetings having read packets/watched relevant videos.

—Members are expected to make decisions which support the key values of the City—fiscal responsibility, environmental sustainability, and equity, diversity and inclusion.

b) Work as team members on Council and with staff and stakeholders:

—Members should make best possible use of recommendations of Boards and Commissions and work of staff.

---Understand condition of the business community and make decisions that support the City's fiscal health.

—Council Members evaluate resident input in light of the Code and the facts of cases they are presented with.

-- Final Council decisions should be based on well informed compromise.

—Council analysis and consensus building should be expeditious and thoughtful.

c) Have integrity:

--Members must recuse themselves in cases of conflicts of interest and follow all rules in section 5 of the Charter

-- In quasi judicial cases, Members cannot have ex parte communications and may study only materials available to all other members.

—According to the City Charter, Council Members need to avoid even the appearance of impropriety.

d) Listen empathetically and analytically:

—Council Members need to be able to relate to residents of diverse opinions and to respond to questions and concerns promptly and clearly.

-- Council Member decision making should connect residents' input and the City's values and rules as stated in the Comprehensive Plan, Code and Charter. Council is responsible for working toward the good of the community at large.

Question 2 - What is your view about the most important issues facing:

a. Louisville as a city and community and what strategies do you believe will be most effective in addressing them?

b. Ward 3 and what strategies do you believe will be most effective in addressing them?

1) Sustainability is the City's top priority and it has three parts. The greatest challenge facing the City is finding strategies that advance more than one of these aspects and getting Council Members to agree to move forward. I am mentioning just a few topics here. These strategies are meant to meet more than one aspect of sustainability.

a) Environmental Sustainability:

—Progress toward getting more residences retrofitted with more sustainable systems

—Strategy: Education on upgrades and rebates for greater energy efficiency. Publicize Energy Smart's work. Potentially offer city based rebates based on income.

b) Equity, Diversity and Inclusion:

—Affordable Housing

—Strategy: Encourage redevelopment of brownfields.

c) Fiscal Sustainability:

—Fill existing vacancies

—Strategy: Strengthen Office of Economic Vitality.

2) Ward 3 and what strategies do you believe will be most effective in addressing them?

a) —Mccaslin Redevelopment. This area contributes to the City's tax base (second behind Downtown) but needs to be made more appealing to residents.

Strategies:

—Support from Office of Economic Vitality to fill existing vacancies.

—Continued work getting agreement on covenant updates between businesses in Parcel O.

--Update the Comprehensive Plan

b) Redtail Ridge: This development could potentially have a large impact on residents in Ward 3, in particular those adjacent to 88th Street and Dillon. The impacts would include traffic, noise, construction impacts, interference with construction of destroyed residences, and visual impact.

Strategies:

—Only industrial uses without emissions beyond building envelopes be allowed.

—Negotiate for all development to be South of Disk Drive.

Question 3 - As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?

a) Residents

b) Businesses

c) City staff

d) Developers

e) Fellow City Councilmembers

I don't have control over perceptions of me so I'm rephrasing this question:

"As a Council Member, what would you like to be known for? With this in mind, how would you relate to members of the following groups?"

1) I'd like to be known as a Council Member who is committed to implementing the City's priorities of fiscal, environmental, and social sustainability. I'd like to be known for being fair, well informed and thoughtful.

2) Relating to residents—

a) Support for EDI:

For personal reasons I'm committed to thoughtfully implementing EDI goals in Louisville.

Growing up, I was expected to succeed, unsupported, in a world of inherited privilege and male dominance. I was the oldest of five children and only girl. My mother had mental health challenges and I was expected to help raise my brother from the time I was only in preschool myself. Our family finances were stretched to their extreme limit. (See attached article) My father was an Iranian immigrant and an Iranian carried a stigma due to the hostage crisis. While not ungrateful for the chance to have the best education available, I paid a steep emotional and social cost due to the circumstances.

For this reason I want to encourage a bigger pool of residents to participate and to give them the support they need to thrive and excel. Ashley Stolzmann has been a mentor to me and great role model in this area. I feel proud to have asked three residents with diverse backgrounds to apply for Boards and Commissions this year and that all were appointed. They know I can be a sounding board and encouragement as needed.

b) Service:

Residents need a Council Member who understands that service requires hard work without expectation of reward or acknowledgment. Service means being exposed to criticism and sticking with a job until the very end.

—I have spent most of my life serving others—my brothers when we were growing up, as a volunteer in the community, and my children as a stay at home mom. I am currently caring for my father who has dementia.

--Having been a caregiver helps me understand how City level decisions can impact peoples' daily lives.

c) Leadership:

Leadership requires setting a direction that takes into account the opinions of those being led.

—When I ran for City Council in 2019, then Council Member Stolzmann gave me this advice: “Don't have a prepared speech when you go door knocking. Ask residents what they love about living in Louisville and what they're concerned about.” She summed up

perfectly how to understand what's important to the residents of Louisville. From there it's a Council Member's job to work to preserve what's best in our City and to address concerns.

—I demonstrated my ability to be a strong public servant/leader as co-petitioner on the 2021 referendum and as campaign manager and registered agent for the special election in 2022.

3) Relating to City Staff:

--Ideally, Staff bring their expert assessments and judgements to the table free from political pressure.

-- Council's role is to question and analyze the staff recommendations from their perspective as representatives.

4) Relating to businesses:

--Council Members need to be informed about the diverse business community.

—Council Members need to be supportive of business without getting involved in conflicts of interest. They need to treat all businesses fairly.

—Louisville's businesses span a variety of locations, sizes, and types. One approach does not fit all.

— Council needs the administrative support of an office of economic development that understands and engages the spectrum of businesses in Louisville.

—Personally, I would like to see small businesses contribute to a more thriving community and hope to see existing vacancies filled. I would love to see a greater variety of locally owned businesses be able to set up shop in Louisville. I believe that this would be supported by a majority of residents.

5) Developers:

--It's crucial to stay in one's lane.

--Council Members act as impartial judges when deliberating development proposals.

— I would refer developers to City Staff for specific questions regarding potential and pending developments.

—My relationship with developers would be limited to advising them to draft their proposals in compliance with the City Code and Comprehensive Plan.

—Developers need to know that Council Members would be fully committed to applying City standards and rules equitably, and that they would comply with all quasi judicial rules.

5) Fellow City Council Members:

--I'd like to bring a fresh perspective and work collaboratively on Council.

--Having had a very different background from most on Council, I'd bring a different perspective. I think it's great that we have one Council Member, Deb Fahey, who also made family and volunteer work a priority. We need more Council Members who can speak to issues from this point of view.

--I'd also bring a unique perspective to Council having been a co sponsor for the referendum petition in 2021 and campaign manger for the special election in 2022.

--The only way to work well in a democratic decision making body is through collaboration. This is, of course, a two way street among participants. If I were chosen to be on Council I would hope to be a part of a collaborative team.

Question 5 - Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

We need better support for informed decision during public meetings.

1) The City's rules of procedure need to be updated to allow for more meaningful resident participation. Current rules and practices do not give residents a reasonable opportunity to be heard on complicated issues. The current rules put residents at a disadvantage compared to Council, Board and Commission members, and applicants who do not have time limits.

—According to Council Rules of Procedure Members of the public shall have a reasonable opportunity to be heard at each meeting. Council rules currently allow for pooling time up to six minutes. Planning Commission protocol is that time cannot be pooled.

—I propose that up to 7 residents shall have the right to pool time for up to 21 minutes in all Council, Board and Commission meetings.

—I also propose that Members of any body shall have the right, at their discretion, to ask for additional testimony from any member of the public.

2) Current practices do not give our representatives enough time to study packets. While applicants work with the Planning Commission for months, if not years, Council, and Board and Commission Members only have a few days. As the City has grown packets have gotten much longer and more complicated. Members need more time, especially with quasi judicial applications.

—The City Code does not currently specify how much time Council and Planning Commission Members shall receive materials before deliberating. Section 16:12:030 gives time requirements for public notice and for giving materials to relevant agencies. The code is silent on how long Planning Commission Members and Council Members shall have to prepare for meetings.

—I propose that there be an amendment to the Code requiring that Members of any body deliberating on a quasi judicial matter be given 15 days before the meeting to study the materials.

—I also propose that emails from the public be delivered to Board and Commission Members on a more timely and predictable basis.

For ease of reference:

Rules of Procedure

E. PUBLIC COMMENTS: The following provisions apply to any section of the agenda where public comments are allowed.

1. All regular and special meetings of the Council shall be open to the public. Members of the public shall have a reasonable opportunity to be heard at each meeting. The Chair may permit public comment on any item at the time such item is being considered by the Council.

2. Regular meetings include specifically designated times for citizens to make public comment. Each speaker shall be limited to three (3) minutes.

3. The Chair may exercise discretion and permit multiple citizens to designate someone to speak for them and aggregate their three- minute limit time up to a maximum of six (6)

minutes of speaking time for their designated spokesperson. Those pooling their time must be limited to six minutes.

16:12:030 Municipal Code

S Notice of the time and place of the public hearing shall be sent as required by the statutes of the state. Additionally, notice of the public hearing shall be

G 1 The city council shall consider the preliminary plat at a public hearing held during a city council meeting subsequent to the date of the planning commission's review and recommendation on the preliminary plat, with notice thereof provided in the same

manner as notice of the public hearing before the planning commission (except that additional notice under article 65.5 of title 24, C.R.S. is not required if such notice has been given for the planning commission hearing); published in a newspaper of general circulation within the city

Members of Council,

Enclosed find my application for the open Ward 3 position.

I'm excited to apply for this position. I've been involved in community work in Louisville for the past eight years and feel very prepared to serve on Council.

My answers to the questions on the application form go into a lot of detail so as to why I am applying and what I'd hope to accomplish if chosen to serve.

Sincerely,


Louisville, CO

The Masoudis

COURTESY OF THE MASOUDI FAMILY



When Jon Masoudi was a sophomore at top-ranked Amherst College three years ago, a classmate casually mentioned that his own father was a surgeon, then asked what Masoudi's father did for a living. "He's a chef for United Airlines," replied Masoudi, a chemistry and economics major. The classmate, aware that total costs for a year at Amherst then were upward of \$20,000, looked surprised. "You're kidding, right?"

No, he wasn't. And Masoudi should have boasted that not only could his father afford Amherst, but he also had sent each child to private elementary and secondary schools, sent four children to private colleges, and paid for one law-school education. All that on an annual family income of \$42,000.

Education is Hesam Masoudi's top priority. "We always believed that education was the best investment we could make," says the soft-spoken 56-year-old Denver resident. Adds Jon, 22: "My parents looked at education as a necessity, like food and shelter."

Consequently, all the Masoudi children went to one of the best and most expensive private schools in Denver. But they all received large scholarships from the schools. The family paid only 30 percent of the fees. All of the children went on to reputable private colleges. Masoudi's daughter, Sherry, 27, graduated from Colorado College in 1984 and will begin a Ph.D. program this fall at the University of Colorado at Boulder. His son Fred, 25, graduated

Annual income

Hesam	\$35,000
Carol	6,000
Savings	1,600
Total:	42,600

Annual expenses

Education	
Tuition	\$6,300
Room and board	3,600
Other college expenses	2,500
Total:	12,400
Food	4,220
Mortgage	15,600
Utilities	2,180
Clothing and personal items	900
Vacations	1,240
Medical expenses	550
Taxes	3,120
Homeowners insurance	390
Life and disability insurance	780
Transportation and car	1,220
Total:	42,600

from Amherst and is now attending Johns Hopkins Medical School in Baltimore. Twins Jon and Jerry, 22, graduated from Amherst last May. Masoudi's youngest son, Sam, 21, is at Babson College in Massachusetts (tuition: \$13,328) and will graduate in 1992. Altogether, Masoudi's education bill for each of the past five years has ranged from \$28,000 to \$50,000.

Paying for education has not been easy for Hesam Masoudi, who immigrated to

the U.S. from Iran 28 years ago. Though he came from a wealthy family, Masoudi was not allowed to take much money out of Iran. Since graduating from Adams State College as a business major, he has always worked at least two jobs. Now he splits his time between his job at United and another at Dobbs, Inc., a window and wall-cleaning business.

Money was especially tight back in 1985, the year before the twins entered college. Masoudi lost his \$81,000 job as an executive chef. The Masoudis had no savings.

Masoudi took a 50 percent pay cut when he began working at United, and the family scrimped to live up to their commitment to the children's educations. The next year, Masoudi's wife, Carol, flew to Amherst (free on United) to explain the family's financial difficulties to the dean of financial aid. Amherst came through with nearly \$24,000 in scholarships.

In the last five years, the family has borrowed more than \$70,000 in guaranteed student loans; the children have been awarded scholarships amounting to about \$30,000, and the family has covered the remaining costs. The children have worked vacations to help out. The Masoudis are helping some of their older offspring pay for advanced degrees and are still paying college tuition for the youngest child. Last year, college tuition and fees for the three boys totaled more than \$50,000. (Fred is paying his own way through medical school.) They received nearly \$30,500 in scholarships and grants. Loans provided \$4,400. The boys earned about \$3,200 during the year. And the Masoudis paid the remaining \$12,400.

The Masoudis' commitment to education has made for a rather austere life. No eating out. No frivolities. "We entertained each other," says Hesam. "We passed clothing down. We only have one car that we keep for 10 years. Our furniture comes from garage sales."

But they don't see their austerity as a sacrifice. "That's just part of having children," explains Carol, 54, who stayed home to raise the children. Recently, she worked part time as a substitute librarian in the Denver Public Schools, contributing about \$6,000 a year to their income. Concludes Carol: "You can get by without nice furniture. And you don't remember that you lived in a small house. But you do remember that your kids did well." ◆

BY FERN SCHUMER CHAPMAN,
LOWELL WEISS AND ANNE KATES SMITH

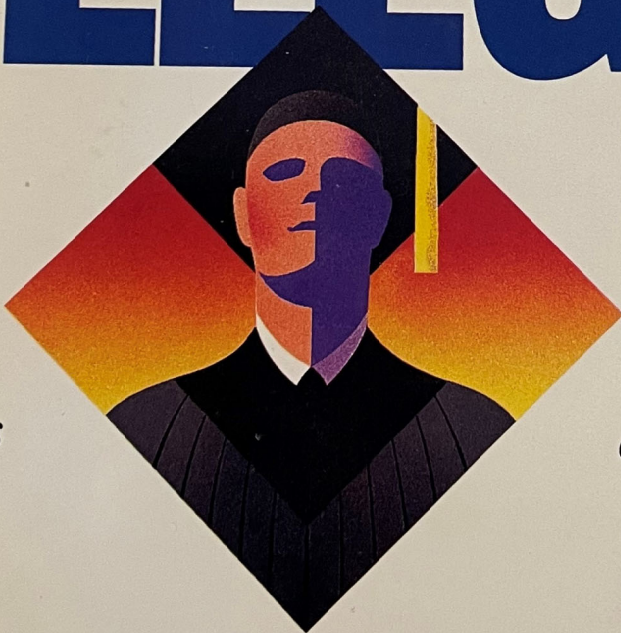
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2023 Application for Ward 3 City Council Appointment

To serve as a **Ward 3 City Council member** you must meet the following requirements:

- Have resided in the current boundaries of Ward 3 for a minimum of 12 months ([Link to Ward Map](#)).
- Be a citizen of the United States
- Be at least 18 years of age
- Be a registered elector

Applicant Information	
Name: Katherine Zoss (Katie)	
Home Address: [REDACTED] Louisville CO 80027	
Email Address: [REDACTED]	Phone Number: [REDACTED]
Occupation: caregiver, Arts and Events Program Manager (former)	Employer: City of Louisville (former)
Education: Master of Arts Administration, Indiana University School of Public and Environmental Affairs; Bachelor of Arts, Miami University +	

Application Process:

1) Statement of Interest:
Please attach a letter or statement briefly describing your interest in serving on the City Council. Feel free to indicate any areas of expertise, background, concerns and/or general information that may be applicable. You may also attach a resume or other information you feel may be relevant to your application.

2) Supplemental Questions:
A list of supplemental questions is included below for you to answer as a part of your application.

How long have you lived in the City of Louisville? 6.5 years
How long have you lived within the current boundaries of Ward 3? 6.5 years
Are you currently serving, or have you previously served, on a City board or commission: <input checked="" type="radio"/> yes <input type="radio"/> no *Staff Liasion
If yes, which board or commission: Cultural Council ▼
<i>If you are currently serving and are appointed to this position, you shall be deemed to have resigned as a member of that board on the date of taking the oath of office for the City Council. (Per City Charter Section 3-3(f)).</i>

Disclosures:

Have you ever been convicted of a felony offense, embezzlement, bribery, perjury, solicitation of bribery, or subordination of perjury? YES NO

If yes, list for each case: (1) date of offense; (2) charge; (3) jurisdiction; (4) court name and (5) disposition:

Per the City Charter Sections 3-3 (c) & (d) any person who seeks election or appointment to the office of Councilmember, and who has been convicted of any of these offenses, shall disclose the same in writing under penalty of perjury.

A conviction includes being found guilty of, a plea of guilty to, a plea of no contest or nolo contendere to, or the receipt of a deferred judgment or deferred sentence for, any of the offenses listed above, but does not include any conviction for which the records have been ordered expunged or sealed.

Do you or a company you work for or own do business with the City of Louisville?
 YES NO If Yes, please explain below:

Certification and signature:

I certify the information in this application is true and complete. I understand false statements, misrepresentations or omissions of information in this application may result in rejection of this application. The City is expressly authorized to investigate all statements contained in this application.

In the event that I am selected to serve on the City Council, I agree to comply with all of its ordinances, rules, and regulations.

I grant full permission to use any photographs, videotapes, recordings or any other record of my participation as a City Council member.

By checking this box, I am confirming my typed name is my legal name and serves as my signature.

Katherine Zoss

1/12/23

Signature

Date

Please note:

- It is the policy of the City Council to make appointments to the citizen boards, commissions, committees, and task forces based on the needs of the City as well as the interests and qualifications of each applicant without discrimination based on race, color, national origin or ancestry, gender, religious convictions, disability, age, or sexual orientation.
- All information on this application is public record and will be released for public review.
- If appointed, City Council attendance rules state members may miss no more than six (6) regular meetings in any twelve (12) month period.
- This appointment will expire in November 2023. The appointee will be eligible to run in the November 2023 election for a full four-year term.
- Interviews are tentatively scheduled for the evening of January 31. You may need to be available that evening for an interview with the City Council in person.
- Please contact Meredyth Muth (MeredythM@louisvilleco.gov or 303.335.4536) if you have questions or need assistance or other accommodations.
- Please submit this application with your letter of interest by email to MeredythM@LouisvilleCO.gov or deliver it to City Hall, 749 Main Street. City Hall is open Monday – Thursday, 8 am – 4 pm.
- **Applications are due by January 13, 2023 at 4:00 pm.**

Anyone who needs this information translated should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov.

Si requiere una copia en español de esta publicación, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

Supplemental Questions

1) What is your view of:

- a. The role of the City Council as a governmental body?
- b. The most important responsibilities you would have as a Councilmember if appointed to Council?

a. The role of City Council is to make the best decisions for the City of Louisville based on current guidances, future goals of the community and input from residents, businesses and City Staff. Additionally, City Council must ensure that the City and its services are run in a fiscally responsible manner. Council can also be a driving force in finding opportunities for our community to improve and innovate in a way that is fitting with our community values and the long-term plans for the City. City Council looks out for the long term health of the community by incorporating efforts toward sustainability, affordable housing and Equity, Diversity and Inclusion into their decisions.

b. If appointed, the most important responsibility I would have as a Councilmember would be making decisions in a way that listens to and balances the needs of the community. As a Councilmember, that means coming to meetings prepared, having reviewed information and being ready for an informed discussion. It also includes setting the tone for healthy discussions with staff, applicants, fellow Councilmembers and the public and being open to taking in new information as it is presented. Opinions and questions should be stated clearly and respectfully in a way that helps maintain an openness during discussions and a receptiveness to the information being presented.

As a former staff member, I also understand the importance of having a healthy working relationship with the City Manager. The City Manager is integral to directing the staff charged with carrying out Council's decisions and keeping that relationship positive can be a real asset for the City.

- 2) *What is your view about the most important issues facing:*
- a. *Louisville as a city and community and what strategies do you believe will be most effective in addressing them?*
 - b. *Ward 3 and what strategies do you believe will be most effective in addressing them?*

a. One of the most important overall issues for Louisville is keeping a strong sense of identity and keeping the community special. As development and redevelopment happen, this means ensuring that the development continues to make that strong sense of community a top priority.

Part of keeping the community special is also the strength of City Services. Having a Recreation and Senior Center, Library, Parks and Open Space that are well kept and well used by the community creates opportunities for connection in the community. Arts and Events that bring people together at specific times and places to celebrate and learn are also vital. These things give our residents and those that work in the Louisville community frequent reasons and spaces to come together and connect as a community. This keeps our community vibrant and maintains the charm that has made Louisville so special. Maintaining and growing our high standard for City Services and Facilities is something that sets Louisville apart from neighboring communities and make this a desirable place to life and do business. Historic Preservation also adds to this uniqueness and deep sense of place felt by the community. I would prioritize proper funding and staffing for these areas as well as policies and programs that increase the public's use and accessibility.

b. Ward 3 is home to a number of development opportunities including Redtail Ridge. The Coal Creek Neighborhoods impacted by the Marshall Fire will continue to need support. There are also safety and emergency access issues with regards to the various schools including Monarch High School and Monarch PK-8 near Avista Hospital.

Decisions on these issues facing the whole City and Ward 3 in particular will be complicated and I expect that decisions will include compromise. My strategy is to focus Council energy on the larger end goals and strategic direction and allow staff to focus on details and implementation.

3) *As a Councilmember, how would you view your relationships and interactions with each of these groups and how would you hope to be perceived by each of them?*

- a. *Residents*
- b. *Businesses*
- c. *City staff*
- d. *Developers*
- e. *Fellow City Councilmembers*

a. Residents should feel that I am an involved and sympathetic member of the community who listens to concerns and will take them into consideration when balancing the various needs of the community.

b. Businesses should feel that I am supportive of businesses operating in our community and of creativity and innovation that improve the overall Economic Vitality of the City.

c. Relationships with City staff should be respectful and foster an efficient exchange of information. I would want to have the ability to go to City staff for questions, clarifications and further information on items brought before Council. I would want to be able to learn from Staff's experience while also being respectful of their time and competing priorities.

d. Relationships with developers should be open and direct with a focus on collaboration to meet the needs of the City, residents, the developer and local business.

e. Relationships with fellow Councilmembers should be communicative and collegial. I would strive to see other Councilmembers as respected colleagues and make sure that conversations are constructive and issue-focused. At times there can be impassioned opinions on different sides of an issue. I try to understand and respect differences of opinion and presentation styles of my colleagues. I work hard to understand the passion and intent behind a colleague's opinion and keep conversations focused on the issue at hand, the overall goal, and our particular role in working through the issue and finding the best solution for our community.

4) Please review carefully the [City Code of Ethics found in Sections 5-6 to 5-17 of the Louisville City Charter](#). Is there any reason why you would not be able to serve as a Councilmember and abide by the Code of Ethics? (If there is such a reason, please explain.)

No

5) Describe an ordinance or rule that you believe should be changed, removed, or added or an innovation the City Council should implement and why?

I would love to find ways to activate vacant and underutilized areas of the City with pop-up or short-term opportunities. Parking lots could be a location for traveling performances, festivals or fairs. I can easily imagine drive-in movies, craft fairs, carnivals or seasonal plant sales. Business locations waiting for a long-term tenant could temporarily be used for pop-up shops or space for local non-profits. I could imagine Farmers Market Vendors and other local artisans setting up a pop-up shop or allowing a storefront to temporarily be used for Girl Scout cookie sales. Spaces could also partner with non-profits or local schools to provide space for storage and other operations.

Activating underused areas of the City helps to bring attention to these areas where growth is possible and encourages the Economic Vitality of the City. If the City is involved in facilitating these partnerships with the owners of the properties, it demonstrates the City's commitments to those types of businesses and organizations that benefit including the arts, non-profits and small businesses. It can also result in bringing unique retail and experiences to Louisville that enrich the quality of life of current residents.

6) *What's your vision for our community in ten years' time?*

In ten years, I want to see Louisville as the place where my middle-school aged kids can enjoy a carefree Saturday riding their bikes to Memory Square Pool and to get ice cream with friends. The businesses are thriving—both the small ones that serve their ice cream and the larger employers that allow their parents to live and work in this community. Schools are strong and able to focus both on academics and character development so that kids have the skills to navigate the world with respect. Roads, sidewalks and bike paths are safe and well-kept routes for walking and riding are available. There are recreational opportunities to allow a healthy lifestyle and for the community to deepen our relationship with our immediate neighbors. Perhaps there is even an improved performance venue for community concerts and other performances.

I want to be a part of a community that has roots and a strong sense of place in addition to being forward thinking. I want to see the history of our small coal-mining community celebrated with the unique architecture and sense of place visible. And, I want to see a community that remains dynamic with new development and redevelopment with an eye to sustainability. I hope to see continued investment in a variety of housing including affordable housing to allow a wide range of residents the opportunity to live in the community. I look forward to visiting the neighborhoods that were rebuilt after the Marshall Fire and seeing families again enjoying their homes, neighbors and community.

January 13, 2023

Dear Mayor Maloney and City Council,

Thank you for your consideration of my application to serve as the Ward 3 Councilmember.

My husband and I moved to Louisville in 2016. We fell in love with our neighborhood near Heritage Park. We loved the sense of community so much that when our second child was on the way and we started to look for a new home, we ended up moving just 6 doors down. Our daily life now with two toddlers revolves around the City: playgroup at Keith Helart Park, story time at the Library, Swimming at the Rec Center, bike rides to Warembourg Fishing Pond and summer nights at the Concerts in the Park.

From 2017-2021 I had the privilege of working for the City of Louisville as the Arts and Events Program manager. As a part of the City Manager's Office, I gained a wide understanding of the City of Louisville and local government. I worked with nearly every department in the City from Police and Public Works to Library and Economic Vitality. I got to know the local business community through collaborations with the Chamber of Commerce and DBA.

When I learned of the Ward 3 Council vacancy, I reflected on how I would be well suited to jump into this mid-term role. My comprehensive working knowledge of the City of Louisville would allow me to quickly jump in as a contributing member of the Council. I know many of the current Council members, City Staff and members of the local business community and have familiarity with the foundational documents that guide the Council including the City Budget, Municipal Code, and Comprehensive Master Plan.

I am a quick study and familiar with the workings of local government. My education includes a master's degree from Indiana University's School of Public and Environmental Affairs and my career experience includes work with National Research Center, a survey research company specializing in benchmarking surveys for local governments. I'm ready to hit the ground running diving into the issues set before Council with an open mind.

It's no surprise that with my background in the arts and current life as a full time caregiver for two toddlers I have a special appreciation for City services, especially Arts and Events, Parks, Recreation and Open Space, the Library and Historical Museum. I am keenly aware of the importance of Public Works and Utilities, including the role of our Water and Wastewater Treatment facilities in keeping our community healthy. I support the City's focus on advancing Economic Vitality, Sustainability, Affordable Housing and EDI.

Council has the responsibility of making decisions that will shape our community into the future. Large developments such as Redtail Ridge have to be carefully considered. The impacts of the Marshall Fire will continue to impact our community for years. As new questions arise with rebuilding and future emergency planning, decisions will continue to come to Council. I would take seriously my responsibility to make decisions that support current residents and business owners and keep Louisville's unique character as a thriving small town community.

I appreciate your consideration and would be happy to talk further or answer any questions.

Katie



KATIE ZOSS

Experience

City of Louisville, CO

Louisville, CO

Arts and Events Program Manager

2017-2021

- Created the City of Louisville's first Cultural Arts Master Plan and Public Art Policy. Both policies were approved by City Council along with associated ordinances.
- Staff liaison to 10-member Louisville Cultural Council, responsible for 25 arts events annually.
- Venue coordinator for historic Louisville Center for the Arts and Steinbaugh Pavilion.
- City liaison for City/Community partnerships and events including Downtown Louisville Street Faire, Farmer's Market, WinterSkate ice rink and First Friday Art Walk.
- Planner and event manager for large scale City-wide special events including 4th of July Fireworks and Labor Day Parade.

National Research Center

Boulder, CO

Office Coordinator

2016-2017

- Financial management and contract review of research and evaluation firm serving primarily local government clients throughout the US.
- Managed all company finances including daily bookkeeping, taxes, financial reporting and budget analysis.
- Facilitated internal company communications and project management including IT, facilities and HR related projects.
- Reviewed contracts for independent contractor work with local municipal governments and worked to protect company's intellectual property through adding protective language into contracts and pursuing cases of copyright infringement.

RINNOVA

Boulder, CO

Office Manager

2013-2015

- Set up and ran office for a medical practice during its first year and a half of business including payroll, scheduling, inventory, front office and customer service.
- Project management: Managed projects with outside contractors including graphic designer, marketing agency, SEO firm and construction project manager.

COLORADO BALLET

Denver, CO

Development Associate

2013

- Increased professionalism of fundraising efforts by incorporating industry best practices.
 - Created gift charts to understand company needs.
 - Utilized the Moves Management technique to increase patron support and engagement.
- Communications: Tracked and analyzed patron engagement with CRM software.
- Marketing: Created travel packages with Denver hotels and restaurants.

INDIANA UNIVERSITY ARTS ADMINISTRATION PROGRAM

Bloomington, IN

Adjunct Faculty

2011

- Developed and taught new undergraduate course in Theatre and Dance Company Management.

INDIANA PUBLIC MEDIA (NPR and PBS)

Bloomington, IN

Corporate Development Sales Associate

2010-2013

- Secured corporate sponsorships ranging \$500-\$35,000 in support of NPR and PBS stations.
- Communications
 - Presentations: Met one on one with business executives to ask for financial contributions. Persuasively presented sponsorship opportunities in a way that speaks to their individual company values.

CARDINAL STAGE COMPANY (Non-profit Theatre)

Bloomington, IN

General Manager

2008-2010

Marketing and Administrative Associate (Graduate Assistantship)

2006-2007

- Hired as company's first employee to assist an entrepreneur during the first four years starting a

non-profit theatre company.

- **Budget Management:** In the highly collaborative field of the arts, built success by balancing artistic and business needs. Encouraged thoughtful business risks for artistic purposes and tempered artistic costs to maintain financial viability.
- **Communications:** Managed company communications with the board of directors, 100+ contracted employees, volunteers and staff.
- **Marketing and PR**
 - **Editing:** Cultivated an eye for detail writing and editing print and marketing publications including brochures, billboards, educational packets, grant proposals and solicitation letters.
 - **Project management**
 - Created and executed timelines for creating and distributing marketing materials: graphic design, edits, printing, mail distribution in-person distributions
 - Managed complex projects including the creation of a new website from wire framing to e-commerce integration and content generation.
 - **Tourism:** Created partnerships with hotels and restaurants to increase theatre attendance. Awarded "Best Art or Entertainment Attraction" by convention and visitors' bureau.

BUSKIRK-CHUMLEY THEATER

Bloomington, IN

Performance Venue Rental Coordinator (Graduate Assistantship)

2006-2007

- Assisted Executive Director with communication and administrative tasks involved with running a 600-seat performance rental venue. Facilitated client/staff communications, wrote board correspondence, managed events, trained volunteers.

MISSOULA CHILDREN'S THEATRE

Missoula, MT

Educator, Actor, and Director

2004-2006

- Directed and mentored 60 students a week in 130 full-length theatrical productions.
- Taught over 3,000 children age 5-18 in 65 communities in the U.S., Canada, South Korea & Japan.

Education

INDIANA UNIVERSITY School of Public and Environmental Affairs

Bloomington, IN

Master of Arts Administration

May 2008

- Interdisciplinary degree in non-profit management with a focus on arts
- Coursework in event management, marketing, business planning, economic development, volunteer management, public relations, and development from top-rated national programs including:
 - IU School of Public and Environmental Affairs (Non-profit management)
 - IU Kelley School of Business (MBA)
 - IU Mauer School of Law (Contracts and Copyright)
 - The Center on Philanthropy (The Fundraising School)

MIAMI UNIVERSITY School of Fine Arts

Oxford, OH

Bachelor of Arts in Theatre, Magna cum Laude

December 2003

- Study abroad experience in Differdange, Luxembourg