

Applicant: Sallie Clark

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

It would be an honor to put my experience to work with you, filling the City Council District 3 seat. My background aligns with the public policy, land use, development, comprehensive and transportation planning, budget management, stakeholder engagement and community involvement representation that will be needed to ensure district and citywide continuity on the Colorado Springs City Council. I will be dedicated to supporting City Council's strategic plan goals to promote job creation, invest in infrastructure, build community and collaborative relationships, and excel in City services. As outlined in your Strategic Plan, it is essential that we sustain our quality of life where the ideas of excellence, respect and friendship inspire us.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

As a longtime resident of District 3, I understand our unique neighborhoods and needs, both within the district and throughout Colorado Springs. Civic engagement is a key to addressing the current issues facing the district and the city. This includes business recovery in the wake of COVID-19, pre-wildfire mitigation and fire safety, crime prevention and response, road maintenance to include pothole repair and ADA accessibility, maintaining and improving our community centers to include the Westside Community Center, stormwater improvements along Fountain Creek, support for tourism, arts and culture, maintaining parks and open spaces, planning for utility needs, and sustaining and supporting our five military installations and Space Force.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

Yes, absolutely. Through my experience serving at the local, state, and national levels, I appreciate the time you give as councilmembers, every day, to get the job done. My public and private sector experience as an executive state director, Colorado Springs city councilmember, CSU board member, past president of the National Association of Counties, county commissioner and longtime small-business owner, provides me with knowledge and understanding of the time management needed to serve my fellow District 3 residents and the overall responsibilities of the position. I would work collaboratively with City Council, the Mayor, and city staff to specifically assist District 3 and support fellow councilmembers on district and citywide projects.

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

Yes. I would be available to attend both in-person and virtual meetings as required. While I understand the changing health dynamics, my preference is to attend as many meetings and events as possible in person, to provide the best representation and encourage face-to-face communications. As the State Director for United States Department of Agriculture (USDA) Rural Development for Colorado, I served as the pandemic lead for three agencies: Rural Development, Natural Resources Conservation Service and Farm Service Agency in Colorado, in addition to interfacing with the U.S. Forest Service, Health & Human Services and FEMA to address pandemic response. I will be available to attend gatherings while taking safe interaction into consideration.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

As a past board member of Colorado Springs Utilities (CSU), I understand policy governance and the important role of the Utilities Board related to rate setting for water, wastewater, electricity, and natural gas. The CSU Excellence in Government Policy Manual states a shared responsibility to current and future customers by balancing rates, reliability, and relationships, with the primary focus on rates. I was involved in establishing the Fountain Creek Watershed, Flood Control and Greenway District and served on its board, as well as worked with other communities including the City of Pueblo and Pueblo County, on the Southern Delivery System, which demonstrates my commitment to long range utility projects that benefit our community.

How would you propose to address the City's capital infrastructure needs?

I would use my experience as a past councilmember and commissioner to work with Council, the Mayor and other agencies (local, state and federal) to prioritize the most critical projects within the district and the city. This includes roads and transportation, facilities, parks and open space, and public safety projects. My background serving on the Pikes Peak Area Council of Governments and the Pikes Peak Rural Transportation Authority with an understanding of federal and state agencies, and programs, will allow me to contribute to the City's foundation of cooperative relationships. While the current City budget is showing signs of recovery, it is critical to prioritize needs, engage citizens, and prepare for possible economic fluctuations.



CITY COUNCIL OFFICE

What are your thoughts on the approach the City should take with respect to growth and development?

It is important to grow within our means to support future water and utility needs, transportation and public safety infrastructure while ensuring compatible infill and new building opportunities for both housing and commercial growth. The housing stock should support varied types of housing. Collaborating with the Housing Authority, HUD, CHFA, community partners and citizens, the City should support affordable housing for both home ownership and rentals and work to reduce homelessness. It is important to review the City's comprehensive plan, codes, and ordinances to align with changing community needs. As we grow, there should be assurance that basic infrastructure, public safety needs and future city services are addressed.

What are your thoughts on how to best address public safety needs for the community?

I was a member of Council when the Public Safety Sales Tax (PSST) was approved by voters, and we recognized the need for additional police officers, firefighters, and facilities to keep our community safe. With the passage of 2D, approximately \$20 mil will be allocated to support necessary wildfire mitigation efforts and emergency management. The importance of this effort has been evidenced by local and state wildfire incidents. Along with City representation, I co-chaired the Waldo Canyon Regional Recovery Group and participated on a working group with the U.S. Forest Service to mitigate forested areas against pine beetle infestation. I have a long-standing track record of supporting fire, law enforcement, and emergency services.

How would you address and prioritize transportation needs within the City?

ConnectCOS is an excellent framework for a safe, equitable, sustainable, efficiently reliable, accessible, and connected transportation system. Plans and priorities associated with the Pikes Peak Area Council of Governments (PPACG) and the Pikes Peak Rural Transportation Authority (PPRTA) build upon this process. Participation on PPRTA is critical to funding transportation. PPACG, as a Metropolitan Planning Organization, collaborates on transportation needs in our region with federal and state partners, in addition to supporting our seniors (Area Agency on Aging) and military installations. I am a past member of these boards, and the State Transportation Advisory Committee, and understand the importance of addressing transportation needs.

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

Quality of life is our highest priority. We are stewards of our trails, parks and open spaces, and the legacy of General Palmer. Maintenance is one of the most important

priorities. Opportunities for new acquisitions can be made through available funding and the Trails and Open Space (TOPS) program. When I served on Council, we partnered with the Trust for Public Land to purchase Red Rock Canyon Open Space. Eventually, the City purchased the land through dedicated funding. As new development takes place, it is important to consider set asides for trails, open space, and neighborhood parks. When appropriate, special districts can financially assist the City by building and maintaining trails, parks and open space in the long term.

The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

Through my knowledge and experience in adaptive leadership, I know firsthand, the importance of staff assistance to councilmembers. As State Director for USDA Rural Development, I managed seven offices across Colorado, overseeing a diverse staff and 45+ programs for Rural Utilities Service, Rural Housing Service and Rural Business and Cooperative Service. I engaged with everyone: cities, counties, economic development agencies, special districts, non-profits, tribal leaders, and individuals. As president of National Association of Counties, I appointed and served on nonpartisan committees, advocating for local government. As a team player, I would regularly communicate with staff, City Council, the Mayor, and the residents of District 3.

Applicant: Stephannie Fortune

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

I love this city with all my heart. To be on the organizational team for City for Champions; tasked with getting the Quad established; advocating for the Zoo to open early on in the pandemic; working with friends to start Productive Dialogue; helping the Vice-Chancellor conceive and execute on what is now the National Cybersecurity Center and UCCS Cyber; to working with United Way to start COS Promise to help people on the front end of their journeys. This is the beauty of Colorado Springs. I have experience at all levels of government and have worked in business and education. I am a collaborator and have a stubbornness to keep pressing on even when the situation seems unsolvable. I listen and learn and then make a decision.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

I have worked with many constituents from District 3. I know that fire mitigation, workforce Issues, the impact of COVID, tourism, homelessness & parks are just a few of the issues that matter to our district. I also believe that when our downtown is successful, our district is successful. Issues for the City are how to attract and retain a talented City workforce; continued great opportunity with economic development in tourism, higher education and more. Additionally, land use, utilities, transportation, public safety along with how to wisely plan for the success that we have achieved so it does not become a liability later. Collaboration, listening, being knowledgeable & being open to innovative thoughts are all ways to find solutions.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

I would be an active, present and engaged council member. I have worked with City Administration and City Council throughout my career and understand what will be expected of me. I understand that this role and the time it takes extends well beyond regular work sessions and formal meetings; and will invest the time and effort into important committee meetings, constituent interactions, community events and more. As a small business owner, I am fortunate to set my own schedule.

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

I intend to actively participate in person; but may have to attend virtually on rare occasions. One exception would be in February for one of the meetings in order to fulfill a long-term, important commitment. Beyond being physically or virtually present, I commit to work with my fellow council members to make sure I am investing the time, energy and effort into all facets of our work.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

I will intently study, seek to understand, initiate & participate in conversations with key staff, experts & directors. I understand the key interplay between rates and reliability. If customers desire low rates, but cannot rely on clean water or predictable electric service, then we (collectively) have failed. It is incumbent upon us as decision makers to ensure rates remain reasonable and competitive in order to deliver reliable service for our residential and commercial customers. I also believe that excellent customer service from CSU staff is a key component to success. It is essential that we successfully partner with stakeholders and clearly, effectively, consistently communicate decisions as we move towards other forms of delivery.

How would you propose to address the City's capital infrastructure needs?

The City has made great progress in addressing critical capital infrastructure needs such as stormwater and local roads, but we must not rest on our past successes. It is an interesting moment to be considering and planning for the City's capital infrastructure needs. With Congress sending billions of dollars to states & cities across the nation for highways, bridges, public transportation, broadband, water infrastructure, airport projects and more, it is clear to me that 2022 will be the year to focus on important infrastructure needs. We should advocate for our fair share. At the same time, we must plan for other measures, seeking to leverage this funding with other regional and local sources such as CDOT, PPRTA and 2C.

What are your thoughts on the approach the City should take with respect to growth and development?

I worked with many community leaders to help recover from the Great Recession, two fires, floods, and a military drawdown. I remember a time when an abandoned hotel development stood off I-25. It is hard to imagine those times because Colorado Springs is doing so well now. Our collective success today did not happen by chance – but instead, is the fruit of hard work and dedication by so many, including members of

Council. We must be very careful about going back to those bleak days. City for Champions began as 4 (now 5) projects designed to bring new tourism to our city and state and has inspired and catalyzed so much more than hoped; we called it “the AND”. Being part of something like that will be one of the highlights of my career.

What are your thoughts on how to best address public safety needs for the community?

I fully support police & fire. The safety & protective services our public safety officers provide are a critical component of the highest nature for what City government should do. I believe constituents want the City to fund wages, equipment, & training. Strong, effective law enforcement helps keep our city performing at its highest levels. Lawlessness erodes cities & must be handled appropriately. I also realize policing can be political & complex, but it is also, in the end, about people. That is why I am part of a group that formed Productive Dialogue with United Way. We are working with some of the most talent facilitators to help build trust, hear people’s stories, and understand the hurts associated with certain tragic incidences.

How would you address and prioritize transportation needs within the City?

I think the Mayor, City Council, the business community and the voters have done an excellent job navigating transportation needs. I know that PPACG, PPRTA, the County, the State & the federal government all play a critical role in this as well. This is clearly where collaboration is needed & then firm decisions made. Previously having worked for the State, I had the privilege of seeing the inner workings of the transportation effort. This community has led the way in Colorado in addressing local transportation needs when they established PPRTA. Before I can talk about addressing transportation needs & prioritizing, it will be critical to listen to the Mayor, Council & the constituents of Dist. 3 to get their perspective & knowledge.

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

One of my greatest mentors was Nancy Lewis. Nancy was more than a friend, she was my sage counsel, my instructor on all things Colorado Springs and the expert I sought when dealing with critical city issues. As the leader of parks for the City for many years, I learned much from her. If selected, I would take that knowledge and also speak with City leaders to see why 2C did not resonate with the voters & collaborate on where we go from here. This is the life blood for Dist. 3. It will be critical to fully understand the issues inside & out. Living at the base of the Canyon as my husband & I do, knowing about the trail system just above us, bringing family & friends to see the crown jewels of COS make this an important issue to me.



The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

Having worked for many different elected officials myself, I know what it is like to be on staff. If selected I will appreciate finding out what staff does for members of City Council. I feel like I bring a unique appreciation for staff having myself served as a chief of staff twice for elected officials, plus performing as a staff member for the Colorado House Majority Leader. I will appreciate them and value their work, being grateful for the level of professionalism they provide and the help they give.

Applicant: Toby Gannett

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

I am interested in representing District 3 on The Colorado Springs City Council to build on my work in Colorado Springs for the past 30 years. I would like to think that I am thoughtful, strategic, innovative, and reflective as a person.

I have served on the following boards: Chamber and EDC, Silver Key, PPCC Foundation, Colorado Springs URA, El Paso County Sheriff's Foundation, PPORA, COPPeR, Innovations in Aging, Kirkpatrick Bank, Eden Alternative and AMI

Education:

Colorado College: BA History, BA Philosophy.

UCCS: MBA

CSLI

LPP

Advanced coursework:

Cyber Security Carnegie Mellon, Artificial Intelligence at MIT, Corporate Innovation at Stanford GSB. Fellow with the Aspen Institute and National Association of Corporate Directors.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

District 3 faces many of the same challenges all our districts do, these include: significant and rapid growth to our community, income inequality, equality of opportunity, challenges in improving our education system, homelessness, maintaining parks and housing affordability. I have spent much of my career, both professional and personal working to address these issues through service. Some of these can be addressed by Council, others must be addressed by other governmental, non-governmental, philanthropic agencies, and for-profit businesses. The three areas that I would be most focused on, if elected, would be economic and community development and military retention, while promoting a civil community that celebrates diversity.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

I am able to devote the time needed for the position, if selected. My wife and I have 3 boys, 2 are in college and the third is in high school and can drive himself and is full time in sports. I have been a stay at home dad the past several years and I own my own company and so I would be able to set my hours which are flexible as is the workload.

While my past business ventures have earned over 30 local, state and national awards (including 2 national home builder awards, I now have the time to focus on our community as I did when I was interim CEO of the Chamber and EDC. For the past few years I have been focused on developing green-built and affordable housing in our community.

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

Like many leaders, we have been balancing the challenges of the Covid Pandemic with those of keeping the lights on in our businesses. For key meetings, with high levels of complexity, and people you do not know, in person is by far the most productive. At times, these are essential. On the other end of the spectrum there are catch up meetings with people who I have known for years, and have a high degree of already established trust, in these cases it is foolish to risk infection. Most meetings fall in between these two and it is a matter of minimizing the contact horizon of in person encounters to mitigate infection risk. This would include wearing a mask when appropriate, meeting outdoors when possible.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

I have spent much of my life in the world of innovation. All businesses must balance varying priorities. As an owner of a large company, CEO, Board Chair, and Commissioner I have often had to make difficult and at times, hard or unpopular decisions. My work in Innovation, including being on the Board of the Association of Managers of Innovation (A national 40+ year old Center for Creative Leadership affiliate) and as a First Movers Fellow at the Aspen Institute has shown me that often, what seem to be priorities at odds, are simply needing dialectic thinking to overcome the challenge. We must lower our demand for utilities while innovating our sources of production to become more efficient and retain our reliability.

How would you propose to address the City's capital infrastructure needs?

We have made great progress as a community over the past 20 years in starting to address these capital infrastructure needs. The lease of Memorial Hospital to UC Health removed a major liability to the balance sheet of the city while creating the Health Foundation which is reinvesting in our community. TOPS has been instrumental in preserving our trains and open spaces. 2C has been a signature investment in repairing our roads and bridges. PPRTA and 2C have made a huge investment in our region's

transportation infrastructure. When tax increases are targeted and lead to an increased quality of life, they tend to be successful. Investing in our capital infrastructure is a key strategic imperative for our community.

What are your thoughts on the approach the City should take with respect to growth and development?

To me, the welcoming, diverse and open Colorado Springs community, is what makes our community so special. Growth is coming, in many areas. Covid has accelerated this trend. We will see significant growth in tourism and migration in the coming years which will make Colorado Springs the largest city in Colorado by population. Growth is both a blessing and a curse and so we must plan accordingly.

For generations Colorado Springs has been the poster child for urban sprawl. Urban sprawl is a double-edged sword as low density offers affordability but lacks efficiency. We must grow by being smart and sustainable using technology and urban planning to make a better city for all its residents.

What are your thoughts on how to best address public safety needs for the community?

We live in a particularly tense time in our country's history. Trust in law-enforcement and many institutions is at historic lows nationally. Political and racial divisions have been as intense as ever. Riots and police brutality have been highlighted by the national press as Covid has raged. There is a great deal of work that needs to be done to work to heal these wounds.

Having served on the Board of the El Paso County Sheriff's Foundation, I have seen the real concern for the safety of the officers. We must continue to invest in our police, fire and other public safety services so we will have a safe and secure community for all of our residents to live in.

How would you address and prioritize transportation needs within the City?

In my mind, the city needs to take a long-term strategic view of transportation. Over the past several decades, our community has grown significantly but with low density. Denser development will encourage different lifestyles which may impact transportation needs. With thousands of new residential units being built downtown, there inevitably will be greater congestion, but it could also offer multi modal transportation options. Low density development is often automobile dependent. Higher density development will have new challenges and opportunities such as public transportation, walkability and bike ability which can alleviate automobile congestion. We must adapt and anticipate these changes.

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

Our Parks and Open Spaces define what is best and most important in our community. My family has a long history in the open space, trails, conservation, and parks system dating back generations. My father was a pioneer in the use of Conservation Easements, my grandmother was a State Representative in Mass and was an avid conservationist in the areas surrounding Walden Pond. From an economic development perspective, as we improve the quality of life for the residents of our region, we will attract top notch employers and employees to the region. Our parks are a key component of quality of life, and life expectancy. It is my belief that investment in our parks and open spaces must be a primary focus of our community leadership.

The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

I have worked closely with many of the City Staff in my various roles over the past 2 decades. I believe that the professionalism of the City Staff is excellent. Staff that does not report directly to council works under the Mayor's Administration. As such they should operate under that chain of command. Having served and consulted with dozens of boards, both public, private, and non-profit, I have found that it is really critical for boards to know where their swim lane is and is not. Boards need to stay laser focused on their governance tasks and oversight and not stray into executive responsibilities. At the heart of who I am, I believe all people should be treated with dignity and respect.

Applicant: Laura Gardner

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

I grew up in Colorado Springs and in District 3 and returned here after law school to practice law and be an active member of the Colorado Springs community. I care deeply about the community and want to help lead Colorado Springs forward.

I am a motivated and hard working and will work with the other members of council in a collaborative way to best serve District 3 and Colorado Springs as a whole. I believe in looking for thoughtful, innovative solutions to the problems that a growing and changing city faces.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

I think public safety is an important issue for District 3 and the City as a whole. The City has grown and our police force is spread very thin. I would propose making/keeping the hiring and training of new police officers as a priority. I would also propose adding additional officers to the Homeless Outreach Team when the number of police officers makes that possible without stretching the force even thinner than it is now.

Another issue facing District 3 is public transportation. Low-income housing was built in the Broadmoor Bluffs area of District 3, but there is not a bus close by. It requires an approximately 1 mile walk to reach a bus stop. I would propose looking at the transportation needs and add stops and routes where needed.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

I have juggled a full-time job as well as a full course load over the last 2 years so I know that I can devote the time to being an effective Councilmember while also maintaining my legal practice in Colorado Springs and being an active member of the community outside of my duties on Council.

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

I would normally attend meetings in-person and would attend virtually when public health orders required virtual attendance.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

As a member of the Colorado Springs Utilities Board, I would look for solutions to bring the most reliable service at the lowest rate while also putting a focus on customer service so that rate payers get assistance with their service and get their issues resolved promptly and efficiently.

How would you propose to address the City's capital infrastructure needs?

I would focus infrastructure dollars on filling potholes, re-paving roads that cannot be patched, and repairing and maintaining streetlights across the city so that our roadways become safer for drivers and pedestrians.

What are your thoughts on the approach the City should take with respect to growth and development?

I believe that the City should approach growth and development in a manner that keeps businesses here and open and draws businesses to the Colorado Springs area. I believe the City should work with the Chamber and EDC to develop priorities that will make Colorado Springs a city that people want to move back to and plant roots.

What are your thoughts on how to best address public safety needs for the community?

I believe we need to increase the size of our police force so that officers are not spread out so thin for a city this size and look at the crime patterns in the City and making sure that resources are properly allocated to the divisions in the City that need them most. This needs to be balanced with concerns regarding police use of force at the state and federal levels by working with the Chief of Police on positive community outreach, especially in higher crime areas of the City. I would also propose adding additional members to the Homeless Outreach Team when the size of the police force would make that practical.

How would you address and prioritize transportation needs within the City?

I would look at current public transportation routes, usage levels, and needs. Using this information I would advocate for new routes and stops where the demand exists and eliminate routes and stops that are not used so that the existing public transportation resources are being used as effectively as possible.



CITY COUNCIL OFFICE

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

I think that before more parks and open spaces are acquired by the City, the existing parks and open spaces should be cleaned up and made safe and usable by more people including Bancroft Park, Monument Valley Park, and America the Beautiful Park.

The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

I would engage with staff experts to gather the information that I need and formulate viable proposals consistent with the priorities of my district and the City as whole, as well as consistent with my philosophy concerning the role of government.

Applicant: Arthur Glynn

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

When my family and I moved to Colorado Springs some fifteen years ago, we were taken with how families were engaged with their kids in their schools to help them achieve the same level of success that the parents enjoyed. We loved the way neighbors looked after neighbors, but most importantly, we were enamored at how happy people were. Over the past several years, we have seen that “magic” slip away and I felt compelled to stand up, step forward and fight to regain that what we loved so much.

Most recently, I have served as the El Paso County District 3 representative to the Citizens Outreach Group (COG). It is here where I have learned community concerns and aspirations and I am determined to be their voice on City Council.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

PROSPERITY –

The American dream is alive and well! We need to attract those jobs that bring people who aspire to make a better life and make our community vibrant while also retaining the magic we know as Colorado Springs.

ATTAINABLE HOUSING -

Attainable housing focuses on the dream that you can work, save and make a better life for yourself and family.

SUSTAINABLE ENVIRONMENT –

We are blessed to be known as the Olympic City USA and live at the base of America’s mountain, Pikes Peak. We are in jeopardy of seeing our wonderful city and surrounding country side going up in flames as we have seen across our state this past year and losing our precious water sources in the process.

Each of those apply to our beautiful city as a whole.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

I made the commitment during my City Council District 3 campaign to serve my community and make the necessary investment to retain the beauty and wonderful community we have made our home. I stand resolved to maintain that commitment should I be selected to serve as City Council representative for District 3.



CITY COUNCIL OFFICE

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

I am fully prepared to attend Board, Commission and Committee meetings in person where practicable and virtually as required.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

Energy and water security are foundational to the structure and allure of our city. We have been fortunate to be energy independent and have a diversified water supply system. As Colorado Springs grows, it is a continual challenge to acquire cost effective additional resources. I support a diversified energy strategy to provide reliable and economical energy to our constituents. These include coal (Nixon Power Plant), Natural gas, solar, hydroelectric and nuclear.

On the water front, we need to look at creative solutions to include water saving incentives for new construction and development of new approaches to meeting agriculture needs more efficiently.

How would you propose to address the City's capital infrastructure needs?

We have an obligation to our constituents to be good tax dollars stewards and prioritize those projects having the greatest community impact. I support a broad range of financing approaches to include revenue bonds, general obligation bonds and public/private ventures.

As a growing city, we need to focus on those projects that will set our city up for future success.

What are your thoughts on the approach the City should take with respect to growth and development?

If we want a prosperous and vibrant community, we need to work together and make it economically advantageous to develop much needed housing. Economics drives migration and the city needs to be cognizant of economic factors balancing some desires to maintain the community as it is and the need to accommodate those who support our local economy.

- a. City Council needs to work with city planners to balance smart growth planning and established community desires.
- b. City Council needs to fight for Tort reform where multi-family development is not held

hostage to legal liability.

c. Infrastructure. It is more that roads, water and sewer. City Council needs to address mass transit access and proximity to sustaining businesses.

What are your thoughts on how to best address public safety needs for the community?

A healthy community is dependent upon the safety and security of its citizens and trust established therein. The key is good communication between law enforcement and the community. This responsibility falls on both sides of the discussion and law enforcement needs to be properly funded to meet the communities needs.

In other cities, law enforcement has been made the scapegoat for broader society ills and those most at risk in our communities are paying the price. I support full funding of our law enforcement with more outreach on how law enforcement serves our community.

How would you address and prioritize transportation needs within the City?

Colorado Springs lives in a paradox where our constituents are accustomed to driving their cars to live their lives while at the same time, traffics snarls increase and rad conditions deteriorate.

While there have been major efforts to repair our streets and roads, we still have much to do. We also have communities that have limited transportation capabilities and need public transportation. We need to serve all constituents and plan to meet those in greatest need.

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

Throughout the past many years, we have acquired a great amount of parks and open space but have failed to set aside sufficient resources for maintenance. While Ballot Issue 2C failed for resources to acquire new property, voters passed Ballot Issue 2D for Wildfire Protection and Prevention. I believe this is a critical risk to our community and would leverage local, state and federal resources to develop a comprehensive risk mitigation plan.

It would a shame to have "America's Mountain" go up in flames and the devastation to our City and outlying communities.



CITY COUNCIL OFFICE

The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

I have lived my personal and professional career treating all with dignity and respect. In these polarizing times, it is more important than ever that we focus on issues and work together to resolve them. I developed a reputation as a diplomat and as a gentleman, I will not waver from that position. Our community is too important to allow "politics" to interfere with the critical issues before us.

Applicant: Terry Martinez

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

My interest in serving on Colorado Springs City Council has been a desire for several years. My life's work has been to serve the kids of Colorado Springs. I completed a 31 year career as a teacher and elementary school principal and now I am excited to take the next step and serve the broader community as a City Council member. During that campaign I educated myself quite a bit on the issues and demands of City Council and talked to thousands of constituents and I came away from that experience optimistic that we all have more in common in this great city than we have differences. I have a servant's heart, but a problem solving and strategic mind. I am excited to help shape Colorado Springs for the future.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

As a District 3 resident for nearly three decades, I have heard, advocated, and experienced first-hand the important issues facing our community. As you know my district is really diverse, from the Broadmoor and Downtown to Ivywild, Hillside and K-Land. The constituents I have talked to in District 3 say they need sustainable solutions for repairing our roads and infrastructure, they want responsible growth, they want affordable housing for those on fixed incomes like seniors and veterans, they are worried about wildfire risks, and they want to feel safe in their neighborhoods. I am excited to work on ReTool COS in conjunction with PlanCOS to seek solutions and to work on collaborative City/County growth and transportation planning.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

Our city is facing complex and ever changing problems and our city needs leaders full-time to address our constituents needs. I have personally witnessed how hard our Councilors work so I am well aware of the time commitment required for an effective Council member. Since I am a retired teacher and principal, I have the freedom to serve on Council and to give it the full attention needed to be effective. I plan on making my council-member job priority one.



CITY COUNCIL OFFICE

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

I will be able to attend in either fashion. I have found that attending in person allows for participants to be more collaborative and nuanced in their discussion and decision making. That would be my preference if it is safe to do so.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

I will take my responsibility of being a utility board member very seriously. And again, there needs to be a balance between investing in sustainable energy and becoming less dependent on the fluctuations of fossil fuel costs while keeping rates affordable and providing reliable service.

How would you propose to address the City's capital infrastructure needs?

Infrastructure improvement is a high priority for me. I appreciate the support of past councils and Mayor Suthers for initiatives like 2c and Stormwater. This advocacy has been a huge investment in our community. In addition, previous council's support of PPRTA and Public Safety sales tax have kept our community from losing ground even more. As a council-member, I know there will be much work to do with the recent failure of TOPS. Infrastructure investment will need leaders that can collaborate and be creative to find solutions in order to fill the needs.

What are your thoughts on the approach the City should take with respect to growth and development?

Colorado Springs is a great place to live, work, play, and raise a family and thus we are experiencing a growth boom that we must manage upfront. However, new growth must pay for itself without creating an unfair burden on lower income wage earners. We must find ways to grow responsibly, find ways to incentivize affordable housing, and to ensure that all of our residents, businesses, and communities are put first. We will not stop growth but this needs to be an "All Hands on deck" approach now in order to assure we have an affordable city in the future.

What are your thoughts on how to best address public safety needs for the community?

As a member of LETAC I know the challenges CSPD is working to. Our first major recommendation was to increase the funding for alternative police responses like the existing CRT. These types of alternative response services are better suited to

intervene and respond to homelessness, mental health crises, and other non-traditional public safety situations. Our recommendation was adopted and is currently recommended for funding in the 2022 budget cycle. Council needs to ensure that our fire and police have the tools and staffing levels to be safe with the rise of mental health needs and also the expanded expectations for public safety and emergency needs.

How would you address and prioritize transportation needs within the City?

Our robust growth impacts Transportation and is integral to a healthy and livable city. I am acutely aware that each community has unique needs and I believe in community discussions, robust studies, and trial periods to ensure our community is not negatively impacted and that our citizens feel that they have had input. City Council will need to focus on providing a wide range of transportation options that connect our diverse city. The consolidation of CTAB and ATAC is a wise shift so that transportation, safety and planning incorporates all modes of travel, rather than working in isolation. Effective and efficient multimodal transportation will help the quality of life in Colorado Springs and help our citizens travel to work and play.

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

Parks are a cornerstone amenity for our community and one of my priorities for serving on Council. Parks and open space are an economic driver for Colorado Springs, for the over twenty million tourists who visit annually, and add to our quality of life in the Pikes Peak Region. Yet, with a \$270 million park backlog in parks upkeep, a parks budget that has yet to surpass pre-2008 levels, and a growing city, we must have sustainable funding for our parks and open spaces. I applaud the leadership of Mayor Suthers and Councilman Skorman for their advocacy for parks. But we have to be much more creative with funding sources and partnerships now that TOPS renewal has failed.

The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

I will engage, work, and lean on our nonpartisan staff to get stuff done for our residents - our constituents deserve nothing less. With my current County Parks Board and LETAC commission work, I currently work with a wide variety of nonpartisan support staff and current city council staff. I have developed a deep respect for them and many others that I have met from the City to Utilities staff. I am not partisan, I seek pragmatic solutions and this is the sense I get for the council as a whole. I should fit well with everyone on council.

Applicant: Brandy Williams

Why are you interested in being appointed to this position? What attributes do you bring to the position that will help City Council serve the community?

I am interested in being appointed to this position to continue my service to the Colorado Springs community. As a Colorado Springs native, I want to do all that I can to help Colorado Springs thrive in the years and decades to come. As a former Colorado Springs Councilmember, I can minimize the learning curve associated with the remaining months left in the District 3 term. Previously I served on the Board of Directors for both the Pike Peak Area Council of Governments (PPACG) and the Fountain Creek Watershed District. I am also a licensed professional engineer familiar with land development, land planning and state and federal funding of infrastructure projects.

What are some important issues facing District 3 and how would you propose to address them? What issues face the City as a whole?

Some important issues facing District 3 are the future of the Westside Community Center, the reimaging of the Martin Drake Power Plant property, individuals experiencing homelessness within District 3 and the City as a whole, and wildfire mitigation along the wildland urban interface. These issues require partnerships and continued collaboration between the City, community stakeholders and local nonprofits. Issues facing the City as a whole include, but are not limited to, affordable housing, public safety and construction and maintenance of our utility infrastructure. I look forward to collaboratively finding solutions to these very important issues.

This is a position that requires time and energy similar to a fulltime job. Are you able to devote the time required to be an effective Councilmember?

I am able to devote the time required to be an effective Councilmember. As a former Councilmember, I am familiar with the demands of the position and I am thankful that the current Council has worked to promptly address City issues. While serving on City Council requires time and attention, I feel that having a young professional on City Council adds a valuable perspective.

Councilmembers are expected to attend regularly occurring Council meetings, community events, and numerous Board, Commission, and Committee meetings. Given the ongoing concerns over the pandemic, do you intend to attend these commitments in-person or virtually?

Given the ongoing concerns of the pandemic, as long as I am in good health, I will be attending these meetings in-person.

As a member of the Colorado Springs Utilities Board of Directors, how would you balance varying priorities, including rates, reliability and customer service?

While prioritizing rates, reliability and customer service is a delicate balance, one of my main concerns for Colorado Springs Utilities (CSU) is to continue to ensure the strength of its bond rating(s). Colorado Springs Utilities needs to continue to serve the community reliably and cost-effectively as well as plan for future growth. The higher the CSU bond rating the lower the cost to customers, which then increases the funding available to address both reliability and customer service.

How would you propose to address the City's capital infrastructure needs?

The City of Colorado Springs has a Five-Year Capital Improvements Program (CIP). I would work with City Council to investigate the potential for reprioritization of the Five-Year CIP as circumstances evolve. In addition, it will be important to monitor and evaluate the success of the 2019 five-year extension of the 0.57% capital improvement sales tax.

What are your thoughts on the approach the City should take with respect to growth and development?

Growth and development are the inevitable results of living in beautiful Colorado Springs. Future City planning should be inextricably linked to the Integrated Water Resource Plan. The availability of water is a local, regional and national area of concern, which may impact future planning. RetoolCOS will also play a role in aligning the zoning and subdivision standards with PlanCOS to address the City's growth and development. Ongoing citizen participation and feedback on both of these initiatives are vital as the community continues to develop.

What are your thoughts on how to best address public safety needs for the community?

Public safety needs are paramount to a flourishing community. Employee retention, mental health support, community involvement and employee appreciation all play a role in the success of our first responders. Regional partnerships with El Paso County and surrounding communities may help to relieve the pressure on public safety departments, including dispatch. Productive dialogue is useful to better understand neighborhood concerns, as well to ensure a healthy dynamic between the people protecting and those being protected.

How would you address and prioritize transportation needs within the City?

Transportation is vital to the continued economic vitality of Colorado Springs. As the City grows, transportation options are necessary to serve the expanding population, including the need for enhanced public transit that can better serve those with limited transportation opportunities. The extension of the capital portion of the Pikes Peak Rural Transportation Authority funding will serve to address transportation needs within the City. In addition, continued prioritization and funding through PPACG will help leverage the City's funds and improve transportation infrastructure in partnership with state and federal agencies.

What are your thoughts on the prioritization of funding for parks and open spaces including acquisition and maintenance?

The prioritization of parks is very important for the Colorado Springs community. In 2008, the funding for the Parks, Recreation and Cultural Services Department was approximately \$19 million out of a total budget of \$237 million. In the 2021 budget the funding for the Parks, Recreation and Cultural Services Department was approximately \$15 million out of a \$344 million budget. I realized that there are several avenues of funding for parks and open space, but with a budget increase of over \$100 million in the General Fund, I would encourage a conversation to fund the Parks, Recreation and Cultural Services Department to at least the 2008 budget amount.

The Council works with a nonpartisan staff to accomplish Councilmember initiatives. How do you foresee engaging with staff on your priorities?

The City Council position is nonpartisan. Understanding that this is a nonpartisan position is vital to both the success of the City Council and the relationships that I would have with staff regarding my priorities. I have worked collaboratively with City staff for over a decade and I look forward to continuing those professional and respectful relationships. One example of this collaboration was the transition of Memorial Health System to UC Health. City staff provided the backbone of this transition and they were invaluable in the creation of the Colorado Springs Health Foundation.