

STUDY SESSION AGENDA

CITY COUNCIL CITY OF WHEAT RIDGE, COLORADO

7500 W. 29th Ave.
Wheat Ridge CO

January 7, 2019

6:30 p.m.

Individuals with disabilities are encouraged to participate in all public meetings sponsored by the City of Wheat Ridge. Call Sara Spaulding, Public Information Officer 303-235-2877 at least one week in advance of a meeting if you are interested in participating and need inclusion assistance.

Citizen Comment on Agenda Items

1. Sam Mamet – CML Executive Director
2. City Council Candidate District I Presentation
3. TRAX Finance Agreement/Ward TOD Update
4. Staff Report(s)
5. Elected Officials' Report(s)

ADJOURNMENT



Memorandum

TO: Mayor and City Council

FROM: Patrick Goff, City Manager

DATE: January 7, 2019

SUBJECT: Sam Mamet – CML Executive Director

ISSUE:

Colorado Municipal League (CML) Executive Director Sam Mamet will be coming to the January 7 City Council meeting to introduce himself and discuss topics which may be relevant to the City of Wheat Ridge.

BACKGROUND:

Colorado Municipal League is a nonprofit, nonpartisan organization which provides services and resources to assist municipal officials in managing their governments and serving the cities and towns of Colorado.

Sam Mamet is the Executive Director of CML, and he manages 13 staff members as well as the executive board. He and his staff are responsible for executing the policies and programs CML. He has been with CML for almost 40 years, and has been Executive Director since 2005. Sam would like to speak with City Council regarding topics related to the City prior to his retirement scheduled for March 2019.



Memorandum

TO: Mayor and City Council

FROM: Patrick Goff, City Manager

DATE: January 7, 2019

SUBJECT: City Council Member District I Presentation

ISSUE:

District I Council Member Monica Duran was elected as the District 24 Colorado State Representative on November 6, 2018, and has vacated her City Council seat effective December 31, 2018. In order to fill the District I vacancy, prospective candidates have been invited to present to City Council during the January 7, 2019 study session. City Council will appoint the District I replacement within thirty days.

BACKGROUND:

The Wheat Ridge City Charter addresses vacancies of elected officials as stated below:

Sec. 4.5. - Vacancies.

- (a) A councilmember shall continue to hold his office until his successor is duly qualified. A council position shall become vacant whenever any councilmember is recalled, dies, becomes incapacitated, resigns, refuses to serve, or ceases to be a resident of the city or district from which elected, or is convicted of a felony.
- (b) Within thirty (30) days after a vacancy occurs on the council, the remaining councilmembers shall choose by majority vote a duly qualified person from the proper district to fill such vacancy...

Sec. 4.4. - Qualifications.

- (a) No person shall be eligible to hold the office of a councilmember unless, at the time of his election, he is a registered elector, as defined by Colorado Revised Statutes, and is a resident of the district from which he is elected for a period of at least twelve (12) consecutive months immediately preceding the date of the election.

City Charter, Wheat Ridge Code of Laws or Council Rules and Procedures do not address specific procedures for the appointment of elected officials. For this appointment, City Council allowed District I residents to apply for the position.

On December 3, the application period for the District I council member position was opened, and it was closed on December 28. Staff informed all qualified respondents to prepare a brief presentation to City Council on January 7, 2019. Three applications were submitted, all of which were eligible for the District I position. The applications and resumes have been included as an attachment for City Council review.

ATTACHMENTS:

1. Jahi Simbai – Application and Resume
2. David Kueter – Application and Resume
3. Anne Brinkman – Application and Resume



City Council Member District I Application

This application is to fill the upcoming District I vacancy. This appointment will complete the first term of office which expires in November 2019. The position will be eligible for district-wide election in November 2019.

Contact Information

First Name

Jahi

Last Name

Simbai

Address

2690 Pierce St Wheat Ridge, CO 80214

E-mail Address

jahi.simbai@gmail.com

Phone

(303) 523-5332

Occupation

Higher Education Administration

Employer

Colorado School of Mines

Council Member Requirements

Pursuant to [Sec. 4.4 of the Wheat Ridge City Charter](#), all applicants must be a registered elector and resident of District I for a period of twelve (12) consecutive months immediately preceding appointment.

Do you live in [District I](#)?

☒ Yes ☐ No

Are you registered to vote at your address?

☒ Yes ☐ No

Have you lived at your address for the past 12 consecutive months?

☒ Yes ☐ No

This role requires participation in weekly City Council meetings on Monday evenings. Attendance at additional City and community engagements will be required as necessary. Are you willing and able to make this time commitment?

☒ Yes ☐ No

Community Involvement & Experience

If you need more space to respond to the questions, you may include one (1) additional, separate page of responses (total, not per question) and include it as an attachment when you submit your application.

Have you ever, or do you currently serve in any appointed position on a Board, Committee or Commission?

☐ Yes ☒ No

If yes, please describe:

I have served on non-profit boards in Colorado and nationally, in elected positions. Those board roles (some current) have been unpaid positions and have had a focus on higher education for students in Colorado and/or students pursuing science, engineering, technology, and mathematics (STEM) degrees nationwide.

Please describe any other community involvement, experience or interests:

Two of my primary interests are education and personal financial well-being. I have an undergraduate degree in Aerospace Engineering from the University of Colorado at Boulder, an MBA from the Leeds School of Business at the University of Colorado at Boulder, and currently serve as the Assistant Dean of the Graduate School at Colorado School of Mines. As the costs of higher education continue to rise I grow more concerned about access for students. A good portion of my vocational work has centered on educating students about the benefits of a higher education and the steps to take to achieve a higher education degree. At the same time, I work to help students connect with professional opportunities during and after their time as a student. I know that with both an education and proper management of personal finances, individuals from many walks of life can live a healthy, happy, and productive life. One of my goals is to help grow resiliency in students (grit) and to help provide them the tools to succeed.

Why would you like to serve on City Council?

The idea of representing our community by serving on City Council is the driving factor for this application. On the Wheat Ridge home page it states, "Council members are deeply committed to the community and have a positive impact on the quality of life in our City." Working together with other council members, community leaders, and the community at large is an exciting and worthwhile endeavor and I would like to play a more prominent role in positively impacting the quality of life in Wheat Ridge. I have much to learn - and consider myself a quick and effective learner. At the same time, I believe I have a unique perspective that will add value to the Council and to the community.

What qualities do you possess that will make you an effective Council Member?

I have been trained as an engineer - and I believe that training has allowed me to look at presented ideas and see both the positives and drawbacks quickly. In addition, I have been trained to find solutions to drawbacks and know how to present alternatives. I have been trained in business management. I pay close attention to budgetary concerns and constraints. I have professional experience as an engineer, a tech support representative, a recruiter, and in management. I am an avid reader, I regularly present to large audiences, and I am fairly well traveled. I grew up mostly in Colorado, some on the Army base at Fort Carson, some in the Summit County area, some in Boulder, and for the past 17+ years in Jefferson County. I have a fair perspective of Colorado as a whole and I've been in Wheat Ridge for the past 4 years.

In your opinion, what are the top three priorities for the City of Wheat Ridge in the next five years?

I think single-family home affordability should be a priority for Wheat Ridge.
I think growth in residents and the trickle down effects of growth: traffic; schooling; public safety; etc. should be a priority .
I think community engagement should be a priority. Wheat Ridge does have several community events...are they marketed well, well attended, etc. What more can be done?

What is your long-term vision for the City of Wheat Ridge?

I enjoy living so close to downtown Denver. I enjoy leaving the hustle and bustle of Denver and coming home to a quiet, quaint community. I would like to maintain the feel of Wheat Ridge as a tight-knit, somewhat rustic town. At the same time, we need to continue to grow the amenities necessary for our citizens to thrive: employment opportunities; strong preK-12 schools; strong internet access; etc. Mixing the future with the present and past is always challenging and I would appreciate the opportunity to assist the Council in this endeavor...hopefully continuing to build upon the strong foundation laid down by others.

Additional information

Is there anything that would adversely affect your ability to serve as a member of City Council?

☐ Yes ☒ No

If yes, please explain:

Please submit your application, along with any other relevant information (resume, references, additional response page, etc.) to Deputy City Clerk Robin Eaton at reaton@ci.wheatridge.co.us

All qualified candidates will be confirmed by email and asked to provide a 3-5 minute presentation to City Council on Monday, January 7, 2019 at 6:30 p.m.

Applications are due by Friday, December 28 at 5:00 p.m.

JAH SIMBAI

LINKEDIN.COM/IN/JAHISIMBAI

JAH.SIMBAI@GMAIL.COM

(303) 523-5332

WHEAT RIDGE, CO

PERSONAL DESCRIPTION

A passionate, well-versed professional with demonstrated expertise in cultivating student success, office management and supervision, budget management, data analysis, marketing, development, internal and external outreach, mentorship, and cultural influence.

EDUCATION

Masters of Business Administration (MBA), Entrepreneurship and Small Business Management
Leeds School of Business, University of Colorado at Boulder

Bachelor of Science (BS), Aerospace Engineering
University of Colorado at Boulder

PROFESSIONAL EXPERIENCE

Assistant Dean, Office of Graduate Studies

Colorado School of Mines (Mines), Golden, CO, June 2013-present

- Management of the Office of Graduate Studies (OGS):
 - Supervision of graduate recruiting, admissions, and student services functions including budget administration (over \$7.5M), strategic planning and analysis, policy development and implementation
 - Hiring and supervision of eight permanent employees (5 direct reports)
 - Internal and external representative of OGS to: President's Office; Academic Affairs; Graduate Council; Graduate Student Government; Mines Foundation / Alumni Association; Office of Research and Administration; Financial Aid; Human Resources; Capital Planning; Student Life; Athletics; off-campus partners and constituents
- Mines Committees
 - President's Council on Diversity, Inclusion, and Access; Faculty and Staff Giving; Enterprise Risk Management (ERM); Campus Leadership Team/Culture of Respect; Sibson - Culture of Excellence subcommittee; Team Online; Tuition Waiver; Mines Administrative Processing Services (MAPS)

Director of Graduate Recruiting and Admissions, Office of Graduate Studies

Mines, January 2006-June 2013

- All institutional aspects of graduate recruiting and admissions, including:
 - Creation and implementation of a comprehensive recruitment and admissions plan for domestic and international graduate students; budget management
 - Supervision of two full-time employees (FTEs) (State Classified), part-time temporary employees, work-study and non work-study student employees
 - Liaising to faculty Principal Investigators (PI) for grant funded programs focusing on underrepresented graduate applicants

Associate Director, Minority Engineering Program (MEP)

Mines, October 2000-January 2006

- Leadership and Program Management
 - Managed PREP (Preparation for Engineering Program), SUMMET (Summer Minority Engineering Training), and MEC (Minority Engineering Conference) serving over 2,000 pre-collegiate students, under budget

Technical Support Representative

NCUBE, Louisville, CO, October 1999-October 2000

- Serviced business-to-business cable customers in digital ad insertion industry
- Conducted system monitoring, software upgrades, technical trouble shooting, and customer service 24x7 support through UNIX and Windows NT systems and phone center

Structural Analyst

Ball Aerospace & Technologies Corporation, Boulder, CO, June 1995-October 1999

- Static and dynamic analyses of space structures using techniques including finite element modeling and hand analysis
- Supported physical tests, developed analysis reports, presented results to project team
- Guest instructed high-school success course through Junior Achievements

LANGUAGES | PROGRAMS

- Spanish (basic), C++ (functional), JavaScript (basic), html, Excel (pivot tables, forms)
- Microsoft Publisher, Photoshop, Acrobat Pro, Facebook, Instagram, Twitter

PROFESSIONAL AFFILIATIONS

National Association of Multicultural Engineering Program Advocates (NAMEPA)

- National President Elect: 2018
- National Treasurer: 2010-2014
- Chair: 2008-2009 (Region D)

Council of Graduate Schools (CGS)

Western Association of Graduate Schools (WAGS)

Colorado Council of Graduate Schools (CCGS)

Colorado Educational & Services Development Association, Inc. (CESDA)

- Chair: 2004-2006
- Pre-Collegiate Chair: 2003-2004

PRESENTATIONS | AWARDS

NAMEPA National Conference - Virginia Tech University, Blacksburg, Virginia

- MEP Pathways to Graduate School - part II (presented with A. Morgan - Mines Multicultural Engineering Program Director) - September 2017

NAMEPA National Conference - Purdue University, West Lafayette, Indiana

- MEP Pathways to Graduate School (presented with A. Morgan) - October 2016

WAGS Annual Conference - New Mexico Tech University, Socorro, New Mexico

- 10 Tips (or More) for Managing the Office - March 2016

Engineering Your Career Path - Career Center, Mines

- Go To Graduate School - March 2016

CSM-101 Freshman Success Seminar - Mines

- Course instruction - Fall semester 2018 (18 total semesters of instruction: Fall 2000-18)

Aurora Academy Charter School - Aurora, CO

- Black History Month Keynote Address - February 2014

Martin Luther King, Jr. Recognition Award

- Mines, President's Committee on Diversity: January 2009



City Council Member District I Application

This application is to fill the upcoming District I vacancy. This appointment will complete the first term of office which expires in November 2019. The position will be eligible for district-wide election in November 2019.

Contact Information

First Name

David

Last Name

Kueter

Address

5837 West 29th Ave., Wheat Ridge CO 80214

E-mail Address

david@kralkueter.com

Phone

720.244.1751

Occupation

Attorney

Employer

Holsinger Law, LLC

Council Member Requirements

Pursuant to [Sec. 4.4 of the Wheat Ridge City Charter](#), all applicants must be a registered elector and resident of District I for a period of twelve (12) consecutive months immediately preceding appointment.

Do you live in [District I](#)?

☒ Yes ☐ No

Are you registered to vote at your address?

☒ Yes ☐ No

Have you lived at your address for the past 12 consecutive months?

☒ Yes ☐ No

This role requires participation in weekly City Council meetings on Monday evenings. Attendance at additional City and community engagements will be required as necessary. Are you willing and able to make this time commitment?

☒ Yes ☐ No

Community Involvement & Experience

If you need more space to respond to the questions, you may include one (1) additional, separate page of responses (total, not per question) and include it as an attachment when you submit your application.

.....

Have you ever, or do you currently serve in any appointed position on a Board, Committee or Commission?

☒ Yes ☐ No

If yes, please describe:

Parks and Recreation Commission, 2016-present

Please describe any other community involvement, experience or interests:

- Founding member of the Wheat Ridge Active Transportation Advisory Team (ATAT)
- Participant in the Transit Alliance's Citizens' Academy, 2012
- Member of RTD Light Rail Customer Panel, 2007
- Member of the Edgewater Run Club, 2012-present

Why would you like to serve on City Council?

See attached response.

What qualities do you possess that will make you an effective Council Member?

See attached response.

In your opinion, what are the top three priorities for the City of Wheat Ridge in the next five years?

1. Promoting economic and physical development without sacrificing the character of City neighborhoods.
2. Encouraging active and meaningful involvement from all citizens.
3. Continuing to improve transportation options and infrastructure to allow all citizens and visitors to travel safely throughout the City.

What is your long-term vision for the City of Wheat Ridge?

An economically vibrant City which is attractive to a diverse range of residents while retaining a historical character distinguishable from surrounding areas.

Additional information

Is there anything that would adversely affect your ability to serve as a member of City Council?

☐ Yes ☒ No

If yes, please explain:

Please submit your application, along with any other relevant information (resume, references, additional response page, etc.) to Deputy City Clerk Robin Eaton at reaton@ci.wheatridge.co.us

All qualified candidates will be confirmed by email and asked to provide a 3-5 minute presentation to City Council on Monday, January 7, 2019 at 6:30 p.m.

Applications are due by Friday, December 28 at 5:00 p.m.

City of Wheat Ridge City Council Member District I Application
Additional response sheet
David Kueter

1. Why would you like to serve on City Council?

My interest in participating in local government first arose out of a passion for transportation issues, particularly infrastructure and policies surrounding bicycling and public transit. Ultimately, I came to realize that those issues are frequently inseverable from larger policies regarding land use, economic development, and community values, policies which are largely determined at the local level. Wheat Ridge is well situated to allow average citizens a meaningful opportunity to participate in local government while influencing issues and policies that will have a significant impact on the entire region.

2. What qualities do you possess that will make you an effective Council Member?

Over the course of my twenty year legal career, I have served as outside water counsel for numerous municipalities and other governmental entities, including: the City of Black Hawk, the City and County of Broomfield, the Town of Elizabeth, the Town of Palmer Lake, Tabernash Meadows Water and Sanitation District, and the Black Hawk – Central City Sanitation District. This has involved working with city staff (particularly in public works departments), city managers, and city councils and other governmental boards. This representation has required me to familiarize myself with complex ordinances and codes, as well as with the processes by which governmental decisions are made.

My legal practice has also demanded an aptitude for communication and negotiation. While litigation of disputes is sometimes unavoidable, resolution by compromise and agreement is usually a preferable outcome. I have extensive experience in developing consensus out of a variety of divergent interests. In situations where such consensus is not achievable, I have been a strong advocate for positions I believe are correct. I have included a copy of my professional resume with this application.

On the personal side, my wife's and my house is located directly adjacent to Ashland Reservoir. For most of the past six years, Denver Water's reservoir replacement work was occurring immediately over our back fence, generally five days a week. While this work was intrusive at times, the final result is clearly an improvement over the previous iteration of the property. This experience helped reinforce the idea that while progress frequently will result in some disruption of people's lives and property, such disruptions can be reduced or minimized by the thoughtful and deliberate actions of local government.

David Kueter, Esq.
Colorado Attorney Registration No. 26136
1800 Glenarm Pl., Ste 500
Denver, CO 80202
dkueter@holsingerlaw.com
(303) 722-2828 ext. 5

Background

David Kueter has over twenty years of experience in water law, water quality, real estate and land conservation. He has participated in litigation in state and federal courts, including water court appeals to the Colorado Supreme Court, and regulatory and administrative proceedings. He has also presented workshops and educational lectures regarding water law and the intersection with land conservation.

Experience

Of Counsel, Holsinger Law, LLC	since September 2018
Associate, Harvey W. Curtis and Associates	1997-2018
Contract Attorney, Allan Beezley P.C.	1996-1997
Land Exchange Intern, The Nature Conservancy	1994-1995
Summer Intern: National Wildlife Federation	1994
Conservation Easement Intern, Colorado Open Lands	1993

Education

University of Colorado School of Law, JD	1995
Lawrence University, Appleton WI, B.A.	1991

Representative Publications and Presentations

Co-presenter: *Water Law Case Study: "What If the Ditch Goes Away?"*, Colorado Coalition of Land Trusts, Conservation Excellence 2017.

Co-presenter: *Water Law Case Study: "We Bought a Gravel Pit!"*, Colorado Coalition of Land Trusts, Conservation Excellence 2015.

Land Trust Alliance Land Trust and Water Roundtable, June 4, 2013, Denver, Colorado.

Co-presenter: *Navigating Colorado Water Courts: A Conservation Case Study*, Colorado Coalition of Land Trusts, Conservation Excellence 2013.

Land Trust Alliance Land Trust and Water Forum, September 30, 2012, Salt Lake City, Utah.

Guest Lecturer: *Land Conservation Transactions*, University of Denver Sturm College of Law, April 2007, March 2008, and March 2012.

Presenter: *Colorado's Water Rights Abandonment List*, Colorado Coalition of Land Trusts, Conservation Excellence 2011.

Co-presenter, *Water Rights Update*, Colorado Coalition of Land Trusts, Conservation Excellence 2010.

Co-presenter: *Monitoring and Enforcement of Water Right Restrictions*, Land Trust Alliance, Rally 2007.

Co-author: *The Anti-Speculation Doctrine Extended to Change of Water Rights Cases: A New Dilemma for Water Rights Owners*, University of Denver Water Law Review, Volume 9, Issue 2, Spring 2006.

Co-author: *Water Rights Title and Conveyancing*, 28 Colorado Lawyer 69, May, 1999.

Author: *Land Trusts and Lobbying*, Colorado Coalition of Land Trusts Spring 1998 Newsletter.

Staff Editor: *Colorado Journal of International Environmental Law and Policy*, 1994-1995.

Co-author: *Preserving Land with Conservation Easements: A Guide for Colorado Landowners*, 1993.

Community Involvement

City of Wheat Ridge Parks and Recreation Commission, 2016 - present

Wheat Ridge Active Transportation Advisory Team, founding member

Transit Alliance Citizens' Academy 2012

RTD Light Rail Customer Panel 2007



City Council Member District I Application

This application is to fill the upcoming District I vacancy. This appointment will complete the first term of office which expires in November 2019. The position will be eligible for district-wide election in November 2019.

Contact Information

First Name

Anne

Last Name

Brinkman

Address

7420 W 34th Ave., Wheat Ridge CO 80033-6221

E-mail Address

anneb.brinkman@gmail.com

Phone

(303) 522-4926

Occupation

Project Manager

Employer

ServiceSource, Inc.

Council Member Requirements

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Do you live in [District I](#)?

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☒ Yes ☐ No

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☒ Yes ☐ No

Community Involvement & Experience

If you need more space to respond to the questions, you may include one (1) additional, separate page of responses (total, not per question) and include it as an attachment when you submit your application.

.....

Have you ever, or do you currently serve in any appointed position on a Board, Committee or Commission?

☒ Yes ☐ No

If yes, please describe:

I have served on the Planning Commission representing District 1 for multiple full terms and was completed the term of a District 2 Commissioner. I held the position of Chair as well as Commissioner.

I also participated in the 1st and 2nd DIRT committees.

Please describe any other community involvement, experience or interests:

I volunteer for the Volunteers of America (VOA) in the Snow Buddies program, shoveling for three W.R. residences (approx 10 years and counting). I also volunteer for their annual Rake Up Colorado program.

I have volunteered with Localworks as a road marshal for the W.R Criterium since the beginning. I support W.R ATAT in various projects.

I participated in the Civic Academy, Citizen Police Academy and WRPD Dog Walker Watch Program.

I frequently work at the Food Bank of the Rockies on weekends.

I am the organizer of a yearly organic plant sale for Front Range Organic Gardeners (FROG) - a not-for-profit metro organization that advocates organic gardening. Proceeds from the sale fund grants to organizations, schools, etc. that teach about and garden organically.

My personal garden has been in the Wheat Ridge Garden Tour twice and I have volunteered when not directly participating.

Whenever asked and available, I will jump in and volunteer.

Why would you like to serve on City Council?

- 1) I want to continue to invest my time in W.R. I have lived in District 1 W.R for 25 years. I believe W.R. has great potential now and in its next 50 years and I would like to contribute to it by serving.
- 2) While on the Planning Commission, I liked that I could meet a wide variety of citizens and business people, listen to their ideas and concerns and be a fair, impartial voice. I think that is extremely important.

What qualities do you possess that will make you an effective Council Member?

- 1) Through my time on the Planning Commission, I learned about and worked with development and zoning code. I have participated in the development of and have a good understanding of multiple Plans (38th, subareas, NRS, Comprehensive, etc.)
- 2) I bring extensive Project Manager experience (30+ years) and sensibility - I look at Scope, Time, Cost and Quality for everything.
- 3) I have managed teams of people, multi-million dollar budgets, programs and projects.
- 4) I do not owe allegiance to or belong to any political side or group in W.R.

In your opinion, what are the top three priorities for the City of Wheat Ridge in the next five years?

- 1) Smart growth - encourage a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and community engagement.
- 2) Ensure City infrastructure receives adequate funding.
- 3) Improve opportunities for tax revenue.

What is your long-term vision for the City of Wheat Ridge?

Position the City for the next 20 years through smart growth, City/citizen-supported environmental programs and active community participation.

Additional information

Is there anything that would adversely affect your ability to serve as a member of City Council?

☐ Yes ☒ No

If yes, please explain:

Please submit your application, along with any other relevant information (resume, references, additional response page, etc.) to Deputy City Clerk Robin Eaton at reaton@ci.wheatridge.co.us

All qualified candidates will be confirmed by email and asked to provide a 3-5 minute presentation to City Council on Monday, January 7, 2019 at 6:30 p.m.

Applications are due by Friday, December 28 at 5:00 p.m.

Anne B. Brinkman

Wheat Ridge, CO • 303-522-4926 • anneb.brinkman@gmail.com
<https://www.linkedin.com/in/anne-brinkman-95759a2/>

Client-Centric Professional Services Project Manager

Unique Value Proposition:

Analytical and insightful Project Leader with proven success in driving and facilitating the execution of strategically critical initiatives – including managing project plans, scope, resource allocation, and change management. Serves as a central link between business, clients and diverse functional teams; building productive relationships with key stakeholders to ensure **on-time, on-budget and quality deliverables**. Applies a Continuous Improvement mindset to achieve maximum business value: **cost-effectiveness and improvements in efficiency, employee engagement, and customer experience**.

Pivotal Skills and Strengths:

High-Profile Programs Projects	Strategic Operational Project Alignment	Consultative Relationship Building
Planning Execution Reporting	Policy Documentation Development	Team Leadership Six Sigma: Green
Acquisition Integration Divestiture	Quality Service Delivery Excellence	Efficient Resource Allocation
Business Process Optimization	Business Development Sales Support	Cross-Organizational Collaboration
Agile, Waterfall, Hybrid, DSDM, RAD	Risk Mitigation Problem Management	Stakeholder Consensus Building

Summary of Professional Experience and Business Value

ServiceSource, Inc., Denver, CO

2018-current

Project Manager

Project Highlights:

Recruited by Board Member and CFO Rich Walker to join the Professional Services team. In the first 6 months, completed two implementations at global locations, one expansion, and a new online store for a global cyber security corporation.

Customers First Now (CFN), Englewood, CO

2015-2017

Program Manager

Overview:

Recruited by cofounder Jerry Stead (*former IHS Chairman and CEO – see below*) as a key team member to participate in the launch of a Customer Experience (CX) start-up, offering SaaS software, data analytics and consultancy solutions to global clients. Provided technical and operational support to a global team. The multi-functional role required an entrepreneurial mindset, ability to wear many hats, and think outside the box within a fast-paced, evolving environment.

Project Highlights:

- **Built a Best Practices Operational Infrastructure:** Established and documented comprehensive processes for Sales, Project Planning and Delivery, Customer Success, and HR (Recruitment, Onboarding, etc.) functions. Designed and implemented fiber network across two offices, as well as a Cloud-based CRM. In addition, developed responsive marketing initiatives and delivered CX solutions that **positioned the firm for sustainable growth, as well as being named a “Leader” for Customer Journey Mapping by the Aragon Research Tech Spectrum (2017).**

IHS MARKIT (NASDAQ: INFO), Englewood, CO

1997-2015

Director, Integration Management Office (2012-2015)

Program Manager, State of Colorado, Colorado Recovery Office; on loan from IHS (2013-2014)

Director, Process Optimization, Information and Insight Operations (2011-2012)

Director, Global Compliance Services (2010-2011)

Director, Professional Services, Environmental, Operational and Risk Management (2009-2010)

Senior Project Manager, Systems Integration, Engineering (1997-2009)

Continued on page 2...

Overview:

Anne B. Brinkman – page 2

Held broad-based positions, based on proven ability to “walk into” diverse and complex business environments, synthesize ideas and adapt quickly to changing domains. Oversaw all aspects of Project Management and Delivery to support **multi-year, multi-million dollar contracts for Fortune 1,000 and US Government customers**, including planning, execution and leadership of local and global teams comprised of up to **20 individuals**. Managed budgets up to **\$6.9M**.

Actively collaborated with Sales, IT, HR, Legal and other core functions, serving as a Conduit between internal and external customer community and cross-disciplined teams to identify, document, analyze, and facilitate implementation of solutions. **Demonstrated considerable strength in incorporating integrated methodology – People, Process and Systems – to deliver value at every customer touchpoint.**

IHS MARKIT – Project Highlights

2012-2015:

- **Achieved Desired Value of Acquisitions:** Partnered with Business Lines and global Shared Services functions in the integration of 8 acquired companies: \$267M in revenue, 1086 colleagues. Leveraged tools, best practices, detailed project plans, and understanding of interdependent business implications to efficiently unify workforces.
 - **Recognized by the company and peers for performance excellence in building customer loyalty, improving organization-wide communications and collaboration, and maintaining staff morale to help teams embrace new work groups, cultures and business processes.**

2013-2014:

- **Served as Program Manager:** Selected by IHS’ Chairman and CEO to be “loaned out” and work directly with the State of Colorado in establishment of the Colorado Recovery Office (in response to the 2013 Colorado floods, which affected 24 counties and over 50,000 citizens). Collaborated with numerous agencies, including Colorado Division of Homeland Security and Emergency Management (DHSEM), CDOT, FEMA, and others.
 - **Developed a robust, reusable framework and communications strategy, including processes, documentation and network of vital public and private sector contacts, enabling comprehensive immediate disaster recovery, as well as continuity of the recovery mission.** Highlights: (a.) Delivered weekly briefings to Press, Media and City Officials; (b.) Partnered with technical experts in establishment of ColoradoUnited.com, providing crucial news and information to help communities in recovery efforts; (c.) Drafted numerous Action Plans and implemented several Steering Committees to ensure a unified and efficient work approach across US and State agencies.

2011-2012:

- **Built an Optimized Delivery Framework:** Worked closely with Product Management, global IT Data Operations and Architecture groups in assessment of Services Delivery operations to identify and resolve process inefficiencies (as a result of disparate legacy systems acquired over time). Eliminated non-value adding activities and infused discipline, standardization and a client-centric mindset into the organizational culture.
 - **Identified \$2M+ in savings, and improved speed of delivery, scalability of solutions, and customer satisfaction.**

2010-2011:

- **Generated a Substantial New Revenue Stream:** Established a Professional Services practice from the ground up, providing packaged Environmental and Regulatory Compliance Solutions for the Electronics, Aerospace and Defense, and Medical Device industries.
 - **Positioned the business for sustainable growth; generated over \$10M in revenues with 74%+ in margins quarter-to-quarter within the first year.**

2009-2010:

- **Maximized Organizational Effectiveness:** Assumed leadership of a recently acquired \$21M+ Professional Services Unit, providing software driven solutions to optimize Environmental, Health, Safety and Sustainability processes for Fortune 1,000 and US Government clients.
 - **Efficiently addressed all outstanding legacy project challenges, and hired a performance-driven team with a specialized skills set; maintained a continuous revenue flow without negative impact to business or customers.**

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- **Championed Organizational Synergy:** Managed integrations of eight acquisitions: \$94M revenue, 780 colleagues. Collaborated with business leaders and stakeholders of acquired companies in optimization of Business Enablement and Commercial Integration work streams. Applied PMI principles for planning, execution and change management. In addition, selected by senior leadership to drive several company-wide initiatives: **(a.)** Operating Model Reengineering; **(b.)** Product Portfolio Rationalization; **(c.)** Migration of Antiquated Technology to New Platform.
 - **Between 1997-2006, managed delivery of custom software and enterprise scanning solutions for 22 Fortune 1,000 and US Government customers; ensured cross-organizational integration and alignment of people, processes and systems, safeguarding millions of dollars worth of contracts.**

Earlier Career

Project Manager, Dataware Technologies, Inc.; acquired by IHS, Inc. (1994-1997)
Various Project Coordination and Technical Support roles at OPTIMUS Corporation,
Cambridge Scientific Abstracts, and National Association of Realtors (1990-1994)

Memorandum

TO: Mayor and City Council

FROM: Kenneth Johnstone, Director of Community Development

DATE: December 28, 2018 (for January 7, 2019 City Council study session)

SUBJECT: Request for financial assistance for TRAX multi-family project and general 2E project update for the Wheat Ridge · Ward station area

ISSUE:

In November, 2016, the Wheat Ridge voters approved ballot measure 2E, providing a temporary ½-cent sales tax increase to provide infrastructure funding for four areas of the City: Anderson Park, Clear Creek Crossing, Wadsworth Blvd., and the Wheat Ridge · Ward station area. For the Wheat Ridge · Ward station area, the ballot measure identified \$12,000,000 in funding that was intended for a variety of potential public infrastructure that would then facilitate and catalyze private sector investment in the area surrounding this future G Line end of line station area.

The list of potential projects included local multi-modal streets, a pedestrian bridge over the RR tracks, a regional park associated with the two ponds along I-70, Ward Road improvements, a linear park associated with the pedestrian bridge, regional stormwater improvements, pedestrian plazas, amenities and other public improvements to the station area.

Since that approval, a staff working group committee has been meeting on a monthly basis to identify projects, prioritize them, coordinate with adjacent jurisdictions, coordinate with property owners, etc. A variety of parallel efforts are also underway to facilitate the overall realization of the City's vision for this area, as established in the Northwest Subarea Plan, and the more recently developed 2016 WSP Vision Plan, which also identified the concept of outdoor recreation themes for the area and a Base Camp brand.

One potential project for 2E funding is a public private partnership opportunity to develop TRAX, a 4-story, higher density, market rate multi-family project immediately adjacent to the northeast of the station platform. The site is 2.2 acres and approximately 220 units are proposed. The project would be highly amenitized, including structured parking, allowing the development team, HRE, to achieve the higher densities. The project does not make financial sense, without some form of public participation. HRE has presented to the Renewal Wheat Ridge Board to request participation in the form of property tax increment financing. At their January 15 meeting, Renewal Wheat Ridge will consider approval of a Tax Increment Finance Agreement with HRE pledging the property tax revenues from the developments occurring in the station area. The overall financial gap for the project to be feasible is approximately \$9,500,000, with the property tax portion covering just over \$6,700,000. As with all public private development agreements in the City, the City has been reviewing the pro forma closely with our

economic/market consultants, Economic and Planning Systems.

The purpose of the January 7 study session is two-fold: 1) provide an overall station area update and review the current list of potential 2E funded projects; and 2) specifically gauge Council's support for utilization of 2E funds in the amount of \$1,200,000 toward the TRAX multi-family housing development.

BACKGROUND:

Planning/Visioning

The City has been planning for a future transit oriented development type of vision for the area surrounding the Wheat Ridge · Ward Gold Line station for nearly 15 years, beginning during RTD's development of the Environmental Impact Statement for the Gold Line. The Northwest Subarea Plan was adopted by City Council in 2006. That plan encouraged higher density mixed use development on the north side of the station and a tight grid of multi-modal streets. For the south side of the tracks, mixed-use development with more of a commercial focus was encouraged.

As is typical for timing of this type of higher density development surrounding transit lines and stations, it rarely occurs before the train has begun operations, or is very close to beginning operational. In the interim, the City sought to take further steps to position the area for the type of development pattern envisioned in the Subarea Plan. By way of example, the following has occurred:

- Mixed Use TOD zoning district was developed in 2010 and applied to the former Jolly Rancher property. More recently, it was also approved for the Hance Ranch project, which includes the property for the TRAX project
- The City participated in the DRCOG led Sustainable Communities initiative, which included commercial and residential market studies, a design plan for Ridge Road improvements and identified various bike and pedestrian improvements for the area
- In 2015, the City invited the Urban Land Institute (ULI) to conduct a Technical Advisor Panel process to make further market based land use and urban design recommendations. That study largely mirrored the recommendations of the Subarea Plan; however, it also noted that higher densities might not be supported in the market in the shorter term and a focus on jobs could be a way to distinguish the Ward Station as unique. It also recommended multi-family housing zones around the station
- In 2016, the City commissioned the planning/transportation firm WSP to develop a Vision Plan, which was also used to market the site to the development community in November 2016 at ULI Colorado's TOD Marketplace Summit. This Vision Plan also generally affirmed previous plans, but identified an outdoor recreation theme and the potential to have a job focus on the outdoor recreation industry
- In 2017 a "Base Camp" brand was created, including a marketing logo, which has been used to create marketing materials targeted at that industry and to better communicate the City's vision to state and regional economic development leaders, who are also focused on attracting the outdoor recreation industry

2E Project List

As noted previously, the 2E ballot language included several specific examples of types of infrastructure that might be funded by the \$12,000,000 in voter approved funding. In the City's visions, there is certainly well more than \$12,000,000 that could be spent. Staff has been working on prioritizing based on a variety of factors, such as project feasibility, ability to leverage and catalyze private sector investment, partnership funding opportunities, etc. Staff provided City Council an update on the project list most recently in June 2018. At that time, following was our draft project list.

- Local Streets – up to \$8,000,000
- Pedestrian Bridge over RR tracks - \$1,500,000 to \$4,000,000
- Linear Park – up to \$4,000,000
- Regional Park – up to \$5,000,000
- Ward Road (state highway) – up to \$2,000,000

Some things have also changed in the intervening 6+ months.

- Partnership opportunities with the pond property owners has not yet emerged
- Hance townhome project identified additional drainage and utility expenses
- Pedestrian bridge and linear park have been further designed and appear feasible and well within previous budget estimates
- Ward Road grade separation has been further considered and is not a regional priority
- Public/private partnership opportunity emerged on the TRAX multi-family project

The current staff recommended funding priorities break down as follows:

- Professional services (design, development review, ROW consultant, construction management, etc.) - \$2,500,000
- ROW acquisition - \$725,000
- Construction projects - \$8,000,000
- TOTAL - \$11,000,000+

The proposed construction projects further break down as follows:

- Hance Ranch utilities/drainage - \$243,000
- 52nd Avenue (City's portion) - \$1,200,000
- Tabor - \$800,000
- Ridge - \$1,000,000
- Linear Park - \$512,000
- Pedestrian Bridge - \$3,000,000
- TRAX project - \$1,200,000

Next steps

The City has approved contracts for a design consultant (SEH) and a right of way consultant (HDR). SEH has completed conceptual designs for the three local streets. AECOM (the City's

overall 2E project support consultant) has completed conceptual design for the linear park and bridge and SEH could be tasked with furthering those design concepts. The City has been in negotiations with Arvada and Jefferson County to cost share on 52nd Avenue and with Arvada on Ridge Road improvements. We hope to have an Intergovernmental Agreement for City Council action later in January 2019.

On the private sector side, three projects are going through the entitlement process and could be under construction within the next 3 to 12 months. These include the 54 townhomes (Hance Ranch/Remington Homes), which have all of their necessary city approvals, short of building permits; 200+ townhomes and live/work units and 5,000 to 8,000 SF of commercial space on the former Jolly Rancher site (Toll Brothers); and the proposed TRAX multi-family project immediately adjacent to the transit platform (HRE Development). In total, these developments represent approximately \$150,000,000 in private sector investment, meeting the City's goals of using 2E funds to catalyze private sector investment.

RECOMMENDATION:

Staff requests concurrence from City Council supporting the current list of recommended 2E project funding allocations, including support for participation in a public/private development agreement of \$1,200,000 for the TRAX multi-family project.