



CITIZENS PROJECT

VOTER GUIDE - MUNICIPAL ELECTION 2015

MARK YOUR CALENDARS:

Election Day is Tuesday, April 7, 2015

Ballots may be dropped off between March 13 and April 7 at the City

Clerk's Office- 30 S. Nevada Ave, Suite 101 or at county drop-off sites

within city limits. A link to list and map of locations can be found at www.citizensproject.org.

For problems or questions call the City Clerk's Office at (719) 385-5901, option 4

Voter Registration Questions:

Ballots will be mailed beginning March 13.

To register or update your registration visit

www.govotecolorado.com

THIS IS AN ALL-MAIL ELECTION AND BALLOTS MUST BE RECEIVED BY APRIL 7, 2015 AT 7PM.

City Council Candidates (Click to jump to page):

AT-LARGE

Yolanda Avila (no response)

[Merv Bennett](#)

[Vanessa Bowie](#)

[Jesse Brown Jr.](#)

[Glenn Carlson](#)

[Longinos Gonzalez Jr.](#)

[Nicholas Lee](#)

Al Loma (no response)

[Bill Murray](#)

[Tom Strand](#)

[Vickie Tonkins](#)

[Jariah R. Walker](#)

[Joe Woyte](#)

From any page, click  to return to this page.

- 1. What are the top two issues facing Colorado Springs and how will you address them? (100 words)*
- 2. What is the ideal working relationship between city council and the mayor? How will you ensure a healthy and productive working relationship between these two bodies of city government? (50 words)*
- 3. What proactive steps should council and the mayor take to gather citizen input early in discussions about city issues, and to better promote public access to government information? (50 words)*
- 4. What is the ideal relationship between the City and its enterprises, and how can Council ensure that services provided by Colorado Springs Utilities and other enterprises remain accessible and affordable for all residents? (150 words)*
- 5. What steps should the City of Colorado Springs take to ensure economic development and job growth in the region? In which areas and sectors should we focus? (150 words)*
- 6. What are your plans for, or ideas about, addressing our community's need to assist those most vulnerable in our community, particularly people experiencing homelessness? (150 words)*
- 7. What do you see as the needs of our public transit system? How will you address those needs? (150 words)*
- 8. How should the city address the huge backlog of capital improvement and infrastructure needs? (150 words)*
- 9. The city is regularly asked to pass proclamations recognizing significant events in the community. Which of the following would you support and why? (150 words)*
 - o Proclamation supporting Cinco de Mayo*
 - o Proclamation supporting the Everybody Welcome! Diversity Festival*
 - o Proclamation supporting Pride Fest*
 - o Proclamation supporting Small Business Week*
 - o Proclamation supporting National Sanctity of Human Life Day*
 - o Proclamation supporting Rev. Dr. Martin Luther King Day*
- 10. What role does a vibrant and well-funded arts & cultural sector play in the overall vitality of our local economy? (150 words)*

The responses were not edited for grammar, punctuation, or spelling.





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Education: Bachelor of Arts – Biology

Occupation: Retired CEO, YMCA of the Pikes Peak Region



<p>Q1. • Building a cooperative and collaborative working relationship with the Mayor. I will maintain communication with the Mayor and work to find common ground for solutions to critical issues. We need to work together not separately.</p> <ul style="list-style-type: none"> • We must address our infrastructure (roads and bridges, Parks and public safety). I will work to do so in a manner that results in a unified approach created by the Administration and the Council working in partnership with our Businesses and our Citizens. Together we can create sustainable and creative solutions that bring unity and trust to our great City.
<p>Q2. The Council and Mayor should and will work collaborative to find common solutions to critical issues. We need to develop a common strategic plan. Working together we can be far more productive than working separately. Working together we can create trust. I will maintained a good relationship with our Mayor.</p>
<p>Q3. Together we must initiate the problem solving process by gathering input from our citizens and the business community. This process will need to be inclusive of all aspects and locations in the city. We will need to go to the citizens rather than require them to come to us.</p>
<p>Q4. The City must operate its enterprises as independent entities with the mission to serve our citizens as their highest priority. Independent means they must be financially viable without general fund subsidy. City Council must closely monitor all of the enterprises to assure they remain accessible and affordable without subsidy. Council will need to continue to serve as the Board of Directors of Colorado Springs Utilities while the governance discussion is addressed. If a governance change to Utilities is considered, it must continue to be subject to Council and citizen accountability. Any governance change must be approved by a vote of the citizens of Colorado Springs.</p>
<p>Q5. We need to work closely with the Business Alliance, Colorado Springs Utilities, the Mayor and the Council to assure we have a unified voice and approach to addressing economic development and job growth. Recently we modeled what this could look like when we introduced our great City to the Pentagon during the Keep Carson Strong campaign. It was one of our finest expressions of why we are a great city for the military. This same approach can be a model for how we work to generate jobs with potential employers.</p>
<p>Q6. Working cooperatively and collaboratively with our non-profit providers, we must create an environment that assures the finest services available are provided in a well-coordinated manner throughout the entire City. Education for those most vulnerable and for those contributing is essential. Once again, this must be a unified approach between the Administration, Council, community volunteers and our outstanding service providers. I have worked closely with Mayor Bach and his wife to work toward a collaborative approach to services with Catholic Charities, Rescue Mission, etc. Any work in the future should also include the citizen’s transit group. We need their guidance to assure all of our community has access to jobs and services. We should strive to be the model other communities emulate when serving those in need.</p>
<p>Q7. Public Transit needs to be a priority for our City. Working in cooperation with the Pikes Peak Rural Transit Authority (PPRTA) we need to restore our funding to 2008 levels and work to extend public transportation to our entire city so that jobs and services are available to all. I will continue to work on the PPRTA Board and in cooperation with the Administration and our neighboring communities to expand our services in a financially responsible manner to serve the entire community. (also see above)</p>
<p>Q8. The Mayor and the Council, working collaboratively will need to develop a plan that builds trust and confidence. If this plan requires additional tax payer funding, it will require a vote of the people. This plan will need to have citizen input from the beginning and full transparency for trust and confidence to be achieved. I will work closely with the Mayor and Council Members to assure this plan is financially viable and address our highest priorities.</p>
<p>Q9 .I would prefer that we do not pass any proclamations recognizing significant events. They are all important and I would not want to discriminate against any organizing group. When we recognize some and not others it is unfair.</p>
<p>Q10. Our arts and cultural sector contribute to making this a great City. We must create an environment where the arts and cultural sector thrive. I believe we have significant philanthropic capacity within our city to keep this sector strong and vibrant. Recognizing the value of this sector and keeping it strong will greatly enhance our already high quality of life. If this sector is not strong and highly valued, it will have a devastating impact on our economic development and ability to attract jobs.</p>



VANESSA BOWIE

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Education: Master of Public Administration

No occupation provided



Q1. Fire and Flood- While natural disasters can not be prevented, preparing our firefighters, volunteers and ensuring excellent connections with neighboring fire departments will ensure the best protection.
Q2. All relationships are built upon respect and cooperation, and the partnership between the mayor and city council would benefit from members who do not promote a personal agenda over what is best for the city. Listening, asking questions, and keeping an open mind is the most effective strategy.
Q3. With the popularity of social media, city council would benefit from utilizing a lattice framework for management by gleaning the opinions of the constituents in real time. Transparency would have obviated the misinformation surrounding the City of Champions project.
Q4. I respect the recommendations of the Sierra Club- Colorado Beyond Coal campaign which supports the use of clean energy with solar or wind power, and I believe that Colorado Springs would benefit from businesses reexamining their energy usage to strive for LEED certification. Lastly, I need to stress that a temporary increase in monthly utilities bills is much more affordable than a lifetime of health issues due to air pollution.
Q5. With over a dozen Universities, Colleges and Technical schools, Colorado Springs is a city that values education and when paired with our large faith based population, it makes the city ideal for the headquarters of global nonprofits. Highlighting our abundance of smart, caring, reliable people will attract employers that are focused on the double bottom line of profit with purpose.
Q6. Colorado Springs is not immune to hunger, and with one in six Americans facing food insecurity at a time when up to 40% of landfills are comprised of wasted food is a result of poor planning. With collaborative efforts of the government, businesses and individuals, waste reduction and supporting people in need, can be obtained by using the 'just-in-time' model utilized by Colorado Springs Food Rescue.
Q7. Due to the geographic sprawl of Colorado Springs, the public transit system will have a hard time convincing residents who are accustomed to a reliance on their car to try public transportation. The FRET route from Colorado Springs to Denver should be increased to include weekends and evenings, so that residents of both cities can wine and dine, or attend sporting events with a designated driver.
Q8. Colorado Springs is side tracked with the vision of a Downtown Stadium, which is detrimental to focusing on the desperate need for repairs and prevention of safety hazards. While it lacks the appeal of a slick new stadium, maintenance of preexisting infrastructure is an ideal way to create job growth. I am not in favor of using any tax money to build a downtown stadium until the pre-existing roads and bridges are repaired so that spectators can actually get to the games. Lastly, I am genuinely concerned that the long term Colorado Springs residents will be subjected to increased taxes, and that the city will make itself vulnerable to bankruptcy much like Stockton, CA, which built a failed promenade, stadium and hotel.
Q9. A respect for diversity makes a city great, so I would recognize all of the events, because the community has said these issues are of importance. Personally, I would recommend a proclamation recognizing when women earned the right to vote.
Q10. Art serves to help filter the human experience to make it accessible for the viewer to understand different cultures, events, or simply beauty. Art does not necessarily have to be well-funded to make an impact and build cohesion within a community, because art is unstoppable.



JESSE BROWN JR.

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Education: Master of Divinity

Occupation: Pastor / SalesAssociate



Q1. The two top issues facing our City Beautiful are as follows: Infrastructure and Public Services, Economic Viability. I would get the conversation started in the council that would lead to addressing our infrastructure and Public Service needs. Secondly I would work to initiate the process that would create a business Brand which defines our City and shows a clear path to how a potential business and employer becomes a player.

Q2. The model of a Mayor who functions as CEO or Executive Director can work in concert with an empowered Council. When elected, I would seek amendments to the Charter for greater clarity and efficiency between these roles.

Q3. I believe the mayor and council can benefit from holding town hall meetings engaging every citizen who desires to participate in the grand process of moving Colorado Springs forward.

Q4. The ideal relationship city and its enterprises is that they do what they were developed for and ensure that every citizen receives his or her fare share. To achieve the desired outcome the council may find it necessary to review its governance policy. To ensure that our citizens are the recipients of affordable utilities we must look into renewable energy sources with the intention of staying ahead of the energy curve, I am not convinced the private sector can do the job of providing for the masses of citizens because they will be bottom line driven rather than service.

Q5. I believe that Colorado Springs economy is doing well, but it could be better. We must become more diversified than depending upon any one industry, including the military and armed forces. As important as the military is to the past, present and future of this city beautiful, we must seek to attract a wide range of businesses. We would need to ensure that the educational needs of those businesses are considered, by our community colleges/universities/ vocational schools – even our high school curricular – so that we have an educated and trained pool to offer the prospective employers who mean so much to the economic growth and success of our city.

Q6. Having served as a director of affordable housing I would pursue such a role for those who are homeless. I would not treat any block of our citizenry differently than the others. Therefore I would make sure that the homeless know that they would have a say in what is being developed to assist them to rise up from their state to a real sustainable place. The council should find a way to have them participate in growing a model community of which they would be proud to be a part of. As an at large council member every citizen within the city limit of Colorado Springs is a constituent, and would be treated as such by this council member.

Q7. Mobility, Transit and Pathways – Because we are a City that finds its brand, its very identity in our viability as a place of destination for people all over the world, we must have ease of transportation and choice the our mode of transportation. So it must be easy for you to go from the Airport to Air Force Academy and the choice should be yours as to whether you go by car, bus, or bike. Transportation, mobility must be a present and ever present concern. I would address our transportation needs by intentionally participating with such groups as the Pikes Peak Alliance for Sustainable Future and any other group that exist or will become a viable entity for the sustainability of our City Beautiful.

Q8. As a new member of the council I would encourage it to prioritize the needed projects and take care of them in order and the availability of funds. As we continue, It would be imperative to have citizen participation in the process of going forward, and the process of raising funds to complete the remaining projects.

Q9. I would support all of the listed proclamations because each one of them represents a segment of the citizenry of Colorado Springs. Each one on the list has its own unique features and as an at large council member I would have to support every citizen’s concern.

Q10. Art, Events, Community involvement, Parks, Recreation, and open Spaces, Outdoors, Youth Programs... A healthy social and civic life, with opportunities to enjoy all that living in the city is about, is important to a successful community. The preservation of this identity is Key. When we have emphasis on arts and culture, we are investing in, not our past, but our present and our future



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- Q1. I believe the most important issues facing Colorado Springs is diversifying our economy and enabling good paying jobs in manufacturing, tech, medical, energy, etc. I believe we have become reliant on tourism and DoD spending. We need to re-engage our young professionals, ignite our economy, and create a startup state of mind. I would like to see Colorado Springs become “Silicon Mountain” with a variety of new companies, ground breaking technology, and opportunity for everyone. Secondly, we are long overdue for a cultural change. One in which Colorado Springs is seen as accepting and encouraging rather than closed off.
- Q2. We have slowly seen the relationship between council and the mayor deteriorate over the last several years. This is unacceptable and needs to be reversed. The mayor and council need to work together in the best interest of the community. I am a collaborator and a listener.
- Q3. I believe we need people on council that want to get out and listen. Open conversations and town halls are a great tool. I also believe changing the open council sessions so they are not during work hours would also allow more folks to take part in public discussion.
- Q4. I believe we are lucky to have a public owned utility. Council sits on the utilities board as well, which I think could use some improvement, but allows the public voice to be heard, nonetheless. I believe keeping council involved in our utility is the best tool to keep the services affordable and accessible. Our utility answers to council, who answer to the public. Accountability and the prevention of ulterior motives are the results of such a setup.
- Q5. One of the things I can bring to office immediately is an understanding of the new economy. Colorado Springs will have to undergo somewhat of culture change in this regard. We need to become a place people want to be. We cannot project the image of being a closed off community. We need to rebuild our image a bit. We need to connect our youth to opportunities throughout the region and ensure that if they can dream if, we can help. I would like to see more collaborated events between our technology incubator, our schools, our employers, and youth. A melting pot of ideas and plans to execute them. A Silicon Mountain. However, to accomplish this, we need everyone working towards a common goal.
- Q6. We will never solve homelessness, but I do believe we can reduce the number. There are several reasons why people are homeless and each require different tactics to address them. The mayor and his wife have done some remarkable work around understanding homelessness. We need to take further action to act upon that intelligence. Treating mental illness is very different from helping someone that just recently lost their job. A strong jobs program with a chance at success can mean the world to certain homeless people. Other programs that can address the mental issues, especially among vets, would also help.
- Q7. This is a large conundrum for Colorado Springs due to the fact that we are a very spread out city and don't face ultra-crowded roads with long commutes to and from work. As a city councilor, I would be more interested in focusing on a couple of key areas. I would like to ensure we are absolutely focused on keeping an efficient bus system. Let's make sure we are servicing the key areas and people who rely on the bus system the most.
- Q8. I really view our infrastructure problems as being two-fold. Due to the climate we live in of freeze-thaw-freeze, we will always have to pay special attention to our roads, bridges, and general infrastructure. These kinds of maintenance should reside in our general budget and always have proper attention. My second viewpoint has to do with the catastrophic fires and floods we experienced. These tragedies have placed unexpected strain on our systems and we will have to act as a result. The people voted down the regional drainage authority, not because the cause lacked merit, but I believe because it was confusing and laced with bureaucracy. I believe the people recognize the issues we face as a community and their urgency. These are immediate needs and I don't want to see anyone's homes being washed away and I certainly don't think we need to get sued by other municipalities downstream.
- Q9. I would support all of the below in principle as I do believe they are worthy causes. However, those caused don't need a proclamation from our city to be relevant. Those groups should be proud of their cause and support and celebrate with or without any sort of proclamation by the city.
- Q10. Arts and culture play a huge part in overall vitality. They create an identity for a city, something I think we have lost over the last several years. I don't like the tan and predictable landscape of our city. I would encourage a great deal of arts and culture. I hear a lot of people complain about the smokestacks on the Martin Drake powerplant. Let's cover them with beautiful artwork! Sculptures downtown, weird objects, etc. They all contribute to the character of a city.



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Education: M.S. Florida

International University, B.S. US Air

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Occupation: Teacher/retired AF Officer



Q1. I believe that rebuilding confidence in our city council is paramount to improving city leadership's ability to address our other issues. I will bring common sense leadership and collaboration in dealing with these additional issues and concerns. Of these additional issues the most important is balancing the city budget while advancing stormwater projects. The 2015 budget was only "balanced" by taking a draw against the emergency reserve. I will prioritize funding to stormwater and work with our other city leaders to develop a long term strategy to address the backlog of improvements.

Q2. I support the strong mayor concept and believe it can work with a combination of trust, collaboration and transparency which was lacking the past two years. Increased communication between city leadership is vital to achieving this vision of unified effort. I will bring needed professionalism and collaboration to city leadership.

Q3. I support continued use of town hall meeting forums throughout the year and will fight to ensure citizen voices continue to be heard during council meetings. I will encourage increased transparency in budgeting and project updates particularly those that are considered controversial or put city tax dollars at risk.

Q4. City Hall should remain open to the voices of its residents and its employees. I will be particularly sensitive and open to input from employee representatives from every city association and will schedule time to meet with them on a regular basis. The mayor should also do this. I believe continued city ownership of CSU will ensure superior customer satisfaction and affordability to our residents.

Q5. An improved business climate is vital to re-energizing our city and supporting sustainable economic growth. I am open to providing incentives such as short term tax or fee reductions for businesses willing to move here or develop in areas considered a priority to the city. We must also minimize governmental red tape to streamline processes that facilitate building permits, zoning approvals or variations. This includes our downtown area, South Academy Blvd and Nevada corridors, and other infill sections of our city. We should be open to other incentive ideas so long as they provide the city with long term jobs, revenues and benefits in identified redevelopment areas. Areas of focus should be in high tech, aviation, and pharmaceutical industries as well as prioritizing development of high density urban residences near the city core.

Q6. I believe a partnership with existing organizations and city nonprofits will allow us to address these issues. I will request regular updates on new and ongoing projects for the homeless and job skills training. We can utilize federal grants as previously planned by the current mayor (approximately \$7.8 million per year) to improve the situation of these vulnerable residents while identifying additional private and federal funding. This should include a homeless day center(s) and emergency bed allocations in addition to job training and other outreach programs.

Q7. Having used public transportation extensively for three years while teaching college in Los Angeles (Metrolink train and bus system) I understand its importance to many city residents and businesses. I applaud the return of expanded city busing and will promote its increased use by seeking efficiencies within the budget to allow it. In addition to reducing traffic congestion, increased use of public transportation promotes a cleaner environment through reduced vehicle emissions. By identifying efficiencies in the budget and growing our economy (and as a result, our city revenues), we will increase our ability to expand public transit in both the number of buses and routes. Finally, I will also back completion of city trail loops and bike lane projects that will connect major city corridors.

Q8. I am in support of utilizing the majority of the \$7.9 million that will become available after the SCIP bond is paid off in 2016 to pay for stormwater. I also believe any future budget increases need to be allocated at a much greater rate to stormwater than we saw in the last two approved budgets. I will work with city leadership to identify additional funding options for critical infrastructure and capital improvements without caring who gets the credit for the idea or solution. Stormwater remains my highest priority category for infrastructure improvement.

Q9. (Cinco de Mayo) I will support. Although I prefer to support all-inclusive events, this has become an all-inclusive event similar to St. Patrick's Day. Additionally, this is appropriate since Colorado's history has direct ties to Mexico. (Everybody Welcome! Diversity Festival) I will support as this follows an all-inclusive vision. (Pride Fest) I will not support as this is not an all-inclusive event. (Small Business Week) I will support as this is an all-inclusive business event. (National Sanctity of Human Life Day) I will support as life is an all-inclusive idea. (Rev. Dr. Martin Luther King Day) I will support as this is a national holiday and unifying event.

Q10. The arts are fundamental to enriching human life and happiness. They also inspire and promote creativity amongst the young and old alike. This is even more amplified in an area such as ours which is rich in natural beauty and tradition of excellence. For example, Pikes Peak, Garden of the Gods, the USAF Academy and US Olympic Training Center equally awe and inspire for multiple reasons. Utilizing these and other local attributes in our arts and cultural sector enhance those other sectors of business that promote them too. A strong arts and cultural sector also benefits an economy through tourism dollars. Finally, I believe the arts benefit the youth by encouraging inquiry and education.



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Education: B.S. – Business

Finance, B.A. – Psychology, M.A.

– Sociology

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Q1. The top issues facing Colorado Springs are infrastructure and economy. My approach for infrastructure will involve an in-depth examination of the city budget looking for efficiencies or priority adjustments that could free funding to apply to infrastructure needs, a cost/benefit analysis of issuing municipal debt to aid with the expenditures, and, if necessary, the creation of a very specific tax proposal with citizen oversight and transparency. For the economy, I'm actively involved in the local business community and I aim to be a bridge between the government and the community to increase economic development and innovation.

Q2. The ideal working relationship is a collaborative one. We must prevent turf wars and egos from resulting in stalemates and stagnation for the city. The Mayor's office and the council won't always agree but we must be willing to put aside our difference for the sake of progress.

Q3. There are areas where the city (and citizens) would be well-served by implementing citizen committees—I fully this as a means to get citizen input and involvement in various discussions. I also look forward to the improvement of the new city website so citizens can more easily access government information.

Q4. I think most council members would admit that they are not experts in the utilities industry and, for some, not even experienced in managing large organizations. While I do have experience serving on the boards of organizations, I am most certainly not an expert when it comes to utilities. I am open to a strategic analysis of the governance structure of Colorado Springs Utilities with the underlying theme focused on how to best serve the customers of the organization. The goal of the publicly owned utilities should be to efficiently and effectively deliver services to the citizens of Colorado Springs. If an alternative governance structure can be proven to accomplish that goal, then it would be in the best interest of Colorado Springs to support that option. I envision a combination of select Council members and industry experts being responsible for the governance of Colorado Springs Utilities.

Q5. The city administration must collaborate intimately with outside economic development organizations such as the Regional Business Alliance, Peak Startup, the Small Business Development Center, etc...to put substantial effort into attracting existing companies. We simply must be more aggressive in offering incentives in order to bring companies to Colorado Springs. We need to foster local entrepreneurship. The city government should be actively involved in creating a thriving entrepreneurial ecosystem that will keep young and innovative minds from leaving the city and attract new businesses and their employees. I am highly integrated into the entrepreneurial community both as an entrepreneur (I've founded three companies in Colorado Springs) and as a community leader. I co-founded non-profit organization Startup Colorado Springs and I've served on the Board of Directors of Peak Startup for three years. I am also a member of the Entrepreneurship Sector Team at the Regional Business Alliance.

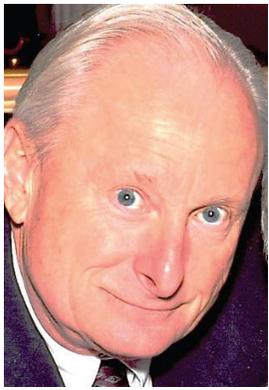
Q6. In addition to being a business owner who is passionate about the local economy, I have a master's degree in Sociology and I teach Sociology courses at the University of Colorado at Colorado Springs. One thing is for certain: no amount of ordinances are going to rid our city of vagrancy and homelessness. We need to better serve the homeless in our community through improving the already existing social services and exploring new and better ways that we can cater to this population. I commit to the exploration and implementation of innovative ways to reduce the homeless in Colorado Springs.

Q7. No one would be bold enough to say that our public transportation system is adequate. Many areas of the city are underserved and using public transit as a sole method of transportation is incredibly inefficient (if not impossible in some locations). There are so many improvements and advancements to be made in this arena. One of my goals is to do everything I can to improve the quality of life and community in Colorado Springs and improving the public transportation system is a priority for the future of the city. We must take a long-term view and, while addressing our current needs, look to address the needs of Colorado Springs for decades to come. One of the keys to a thriving culture and economy is a convenient and enjoyable public transportation system.

Q8. Approaching the backlog of infrastructure projects should involve a three step process: 1. In-depth examination of the city budget to discover any efficiency or priority adjustments that could be made in order to free up funds for infrastructure projects. 2. Performing cost/benefit analyses of issuing municipal debt to provide an influx of funding that could be applied to infrastructure. 3. Creating a very specific and transparent tax-increase proposal to present for voter approval. Voters have demonstrated in the past that they are willing to invest in the improvement of their city as long as the money is being spent judiciously and there is adequate oversight. Regardless of the approach, there should be extensive citizen involvement throughout the process.

Q9. I believe that the city should issue proclamations of support for significant community events that promote equality, diversity, inclusion, civil rights, community benefit, and economic development. Cinco de Mayo, Everybody Welcome! Diversity Festival, Pride Fest, Small Business Week, and Rev. Dr. Martin Luther King Day are all events which fit in to those categories and I believe the city should proclaim to support each of them. I do not see how National Sanctity of Human Life Day promotes equality, diversity, inclusion, civil rights, community benefit, or economic development. Based on my knowledge of this event, it appears to be more divisive than inclusive and I do not support a proclamation here.

Q10. To put it simply, we cannot have a thriving local community or economy without a vibrant and well-funded arts and cultural sector. We can't expect to attract young, creative, highly skilled, and innovative people to Colorado Springs without museums and art galleries and theaters and cultural centers. We can't expect to attract primary employers to the area if we don't have cultural assets for their employees to enjoy. The foundation of a successful community is a rich culture and the foundation of a successful economy is a successful community.



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Education: MBA-Admin

Occupation: retired military officer,
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Q1. (1) Our city needs to be proactive rather than reactive, which will positively affect all issues; (2) We need more cohesive community culture, greater personal engagement. I will approach Theranos (specializing in medical lab testing) and offer them an opportunity to locate their facilities here. I intend to rebuild our Telecommunications Advisory Committee (TPAC) to build out our infrastructure (gigabit fiber). Re-establish the Stormwater Task Force to help integrate City infrastructure issues with regional issues, a new City Charter Committee, monthly town hall meetings, improve our city web site and allow a citizens' vote on stadium and recreational marijuana issues.

Q2. A Charter Commission opens a dialogue, defines the issues, works towards resolution. Clear definition of Mayor and City Council duties/responsibilities is critical. Each entity needs a legal consultant. Hiring/firing privileges must be separate, protected. Avoiding egos and agendas, committing to joint actions that further the city's welfare is the solution.

Q3. Scheduled monthly (evening) Town Hall meetings, with dialogue, not monologue. Scheduled monthly meetings with citizen groups' leaders. Enhance the city and CSU websites and allow better access to elected officials via internet/social media. Post times of elected officials' in-office availability.

Q4. An ideal relationship is built on mutual trust and confidence and that applies to the City and its Enterprises. The Council has the responsibility to understand, monitor and direct all City enterprises. Each Council member should make competency in these efforts a priority. Do not vote for anyone you believe is not equipped to perform these functions. The Enterprises belong to the citizens and will remain under the control of the Council. New technologies (e.g., Tesla city batteries) will change the current operations through use of renewables. The marketplace will also affect accessibility and affordability. Other areas of opportunity include selling the Neumann technology to the Chinese, and a public-private enterprise to help accelerate gigabit expansion of our telecommunications network. We need to be proactive to take advantage of these opportunities as they present themselves. I am prepared to address and build these relationships.

Q5. We need to understand that all of our infrastructure challenges are linked. If we cannot resolve our stormwater, public transportation, streets, roads and bridges or charter issues, then our economic development and job growth will be stymied. Economic development and job growth is built on product, confidence and vision (which we currently lack). We need to address many questions. Will our work force have the necessary skills? Will our infrastructure support the higher work load? Are we building 21st century capabilities? Are we keeping our utility costs low? Technology is part of a successful city's future. With CBRE's assessment of our data center capabilities, Healthcare Technology and its related industries should be the sectors we focus on most intensely. The information stored in these centers will contribute tremendously to our growth.

Q6. Homelessness is a status and its existence and solution is affected by many complex factors in our environment. We need to focus community resources on this situation. Groups like Habitat for Humanity, Salvation Army, ARC, Care and Share and Homeward Pike's Peak should be parts of a visible coalition which would also help our citizens understand the challenges and methods of addressing the homeless demographic. Consolidating and coordinating resources would help both the recipients and agencies. We need to meet the Fed requirements for Continuum of Care funds and finish the enterprising concepts like the Day Center. By correctly and wisely using federal funding we can apply for additional resources from the federal government and matching agencies. This is an enterprise effort and transparency is a must. Clear definitions of target groups, specific needs, actual (authentic) homeless status and open communication are where we start.

Q7. Much information is needed: what comes first, the need or the service? Who uses the current system? What areas have the greatest need for public transportation? Would more local routes or smaller buses make a difference? We must make comprehensive use of technological tools (apps) to advertise the services. Social media tools and systems (UBER) should be evaluated for enhancement. We also need to review our hub-and-spoke system. Weather-proof waiting areas will help support our limited assets, especially at night and on weekends. Transit out of the city is also a need. There must be more research on alternative methods of reaching Denver. Elon Musk's ideas (hyper-loop) are intriguing. Now that the Denver metro will be connected to DIA, a direct superfast connection is a possibility. We could partner with CDOT and build a proof of concept between our airport and DIA.

Q8. Re-establish the Stormwater Task Force and integrate the issues identified by the mayor. Then bring it back for a vote. Since capital improvement, infrastructure and stormwater issues are interrelated, we need to address them in coordination and not individually. The voters have shown that when informed and confident of the end state, with deliberate controls to enforce accountability, they will support the use of bonds and even taxes to resolve long-standing issues. But without full understanding and commitment, the issues will be rejected, again. The democratic process is complex, but that does not permit us to ignore issues critical to our citizens and community. Bonding is a basic tool we can use to reach resolution and we have that capacity. Before any funding commitment for a stadium is addressed, we need to resolve these primary issues.

Q9. I take pride in the diversity of our city and will support all of the above. I will conscientiously consider all other proclamation requests that come before our city government, and support those with demonstrable merit.

Q10. If a city's economic/commercial foundation is its "head," then perhaps a city's arts/culture foundation is its "heart." The cultural creativity generated within a city can encourage creativity in other areas of thought and vision. The local papers' entertainment sections have grown through the years, informing their readers of all of the opportunities to get out and enjoy all our city has to offer. I look forward to the wide variety of events that occur within our community and only wish I had more time with which to participate. A recent incident with a guest from the Dept of Commerce in Washington DC who was in town to attend the International Tourism summit made a point: as I gave her a tour of downtown, her admiring comments about the sculptures in the Cascade Avenue median caused me to think....a good impression sent back to Washington, DC.



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Q1 a) Infrastructure – Currently, there are over \$1.2 Billion of capital improvement /infrastructure needs and requirements including streets, roads, (infamous pot hole repairs needed) bridges, public buildings and lighting projects on the “to-do” list for our City. Expanded transportation and storm water/drainage needs are in this category. We must set priorities, review funding options, process efficiencies, partnering with government programs, grants and yes, increased taxes. b)Quality job creation /Business growth & development --- particularly jobs for our younger residents. We partner with education institutions, local businesses and industry, the RBA, BBB, SBDC and SCORE to match requirements with workers.

Q2. A governance cooperative of the executive and the legislative branches of city government. We need one city strategic plan with both the Mayor and City Council on the same page, with the same priorities, working for all the citizens. This will involve a renewed effort at collaboration, cooperation, and hand holding.

Q3. Establish a transparent professional relationship between Mayor, city staff and City Council. Engage stakeholders (everyone) in frequent /continuing dialogue and communication, using public meetings, forums, social media, email, and one on one contact to identify critical city issues and priorities, determine how to accomplish them, and provide update status reports.

Q4. The Enterprises --- parking, cemeteries, golf courses, airport, utilities, etc, all are here to serve the people of our City. The City Council is also here to serve the people. Lately, it seems to many that these roles have become reversed. The City Council, in partnership with the Mayor, is here to provide and fund city services to benefit our citizens. We use tax funds, grants, and volunteers to accomplish this expected mission. The relationship between the elected officials, the enterprise employees, and the citizens should be based on mutual understanding, respect and trust. The CS Utilities, with its \$ 1.2 + Billion revenue, is the largest enterprise, and touches every business, resident and visitor. Therefore, it must be transparent to all, open to change and new and creative ideas, and provide the most reliable and affordable services and products.

Q5. Economic growth/ job development are strategic elements to our short and long term viability. Recent indicators show that we are gaining economic traction and have turned the corner to greater growth and success. The City governance must work with all business stakeholders, including the education institutions that provide our skilled labor force --- and other key providers, like reliable, low cost --- utilities, economic incentives, and streamlined and pro-business (small & large) processes and legal requirements. Cooperation and collaboration with the RBA, the BBB, the SBDC, SCORE as well as local banks , real estate, building and development professionals will spawn continued, and even greater business growth. This will gather momentum and attract innovation and investment.

Q6. I believe that we need to break down historical and institutional stove pipes within our community to address homelessness, hopelessness, unemployment, underemployment, as well as mental health needs, and substance abuse rehabilitation. We build consensus among the various non-profits and helping-hand agencies by setting community priorities and objectives. Effective organizations like the Marion House, Aspen Point, Greccio housing, the Work Force Center, the United Way, the Salvation Army, the YMCA, and many others can work more effectively with City volunteers and City government to avoid duplication of effort and increase productivity. By this, I mean more quality jobs, more affordable housing, access to food and clothing and necessary social services.

Q7. The CS Public transit system is dire need of additional funding to bring it back to 2007 funding levels established by the PPRTA. Like Parks and Recreation, when sales tax and other revenue sources dried up, it was drastically cut and has not been adequately replenished. This created long waiting times (sometimes as much as an hour), reduced evening and weekend service. Today, we are still some \$2 Million dollars below the promised and approved funding. Not only do the elderly and lower income citizens need more public transit, but it is desperately needed by the disabled users, and our younger population, who either can't or do not want to rely on private automobile transportation. I will work hard to educate our community about these transit needs and to restore critical funding.

Q8. The estimated cost of addressing needed capital improvement projects which includes infrastructure repair and replacement is over \$1.2 Billion dollars. This includes storm water drainage requirements, the current horrendous and embarrassing “pot hole” repair problems and bringing many sections of our city back to its better days of attractive “curb” appeal. We need to prioritize these repair and improvement projects (starting with storm water and pot holes), dedicate a larger portion of the general fund to these needs, and then aggressively explore all reasonable alternative options, including bonds, grants and increased taxes of all varieties. This obviously and properly would have to be approved by our City voters

Q9. These Proclamations, and some not listed, are an important part of who we are, and what we are as an ever-expanding and diverse City. They talk to our citizens and demonstrate the “inclusiveness” and core strengths of our total community. I would support all six of these exemplar special dates and events that recognize our history, our leaders, and our aspirations. I especially would emphasize the “Everybody Welcome”, and “Small Business” Proclamations as examples of the depth and breadth of our City's appreciation for and recognition of each other.

Q10. The Arts --- of all types, music, history, and culture, are the links and glue that bind us all together. These professions, activities, hobbies and interests must be supported financially and celebrated at every opportunity. Our schools, churches, synagogues, and other places of worship, contribute a tremendous amount to these endeavors of “specialness”. I would look to private funding sources to be the backbone of this rich and vibrant sector, but would seek every opportunity for the city government to embrace and highlight these community treasures. In my opinion, they are an important contributor to a growing and developing economic engine.



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Q1. I believe that our infrastructure should be the main priority of our local government. Our roads, which seem to always have roadwork signs and still more potholes, can be a huge deterrent for incoming businesses. We need to create a plan that is sensible and efficient for our roads. We live in a beautiful city with amazing attractions. Another main priority should be safety. Our fire and police departments should be fully equipped to handle emergencies. Our safety should be the top line item in our budget to be increased not decreased.

Q2. It is important that open communication be held between the Mayor and City Council. The two must work together to get things accomplished. I will work to make sure that the lines of communication are always open between both bodies. It is important to be able to disagree agreeable.

Q3. It is important that the Mayor and City Council members go to the citizens and not always expect citizens to come to them. Issues that are important to citizens should be presented through all forms of media to insure that all citizens have a good chance of getting that information.

Q4. Small business is a big benefit to our city and regulations must be evaluated to help these businesses. Government is not designed to create jobs but government relationship with enterprise is to make it simpler for businesses to create jobs. I believe a competitive market makes for a competitive city. We need to keep barriers low for incoming businesses and deregulate the systems that hinder business growth and job creation. We need to keep the Utilities owned by the City. The Utilities should NOT be sold because it will hurt the already hurting citizens with rate increases from 8% to 13% if privatized. I also believe there should be more input from those who know utilities better than I do...those who do the work at the utilities, not the top management, but the working experts.

Q5. As I stated in the question above, Government is not designed to create jobs, but government relationships with enterprise is to make it simpler for businesses to create jobs. I believe a competitive market makes for a competitive city. We need to keep barriers low for incoming businesses and deregulate the systems that hinder business growth and job creation. I do not have specific areas and/or sectors to focus on but I would welcome ideas from citizens. As long as these areas and sectors is a benefit to the citizens of Colorado Springs and not just to grow special interest.

Q6. When it comes to the social issues in our country as a whole and our community in particular, I believe there are better agencies that can handle those issues outside the government. We have great services in our city that may need more space to service the homeless and I believe the city could look into helping these organizations with these issues but government should let these organizations continue the great work they do. Government has the ability to bog down these services with red tape. There needs to be some discussion with current organizations and churches who are key to helping the homeless, and find out from them the ideas they have to serve the homeless more effectively.

Q7. As with most services in our city, we must look at our budget and make a decision how to address the issue. As I have spoken to those who are involved in the transit system in our city we will have to address this issue along with all the issues we have in the city that serve our citizens. There will not be a quick answer but it will take the Mayor and City Council working together to come up with a plan.

Q8. It is important to look at the major and most needy issues in the city of Colorado Springs and address them with hard decisions that the Mayor and City Council must make together. A thorough look at the current budget is vital to making proper decisions in regards to safety and infrastructure backlog. As much as government would like to convince the citizens that there is no waste in its budget, I am not convinced. I believe there are funds to take care of the greatest needs in our city. I am not referring to social issues but the issues that government was designed to address – safety and infrastructure. The mechanism to address these issues is common sense decision making.

Q9. Given the many events that take place in our city, I believe each proclamation should be looked at on a case-by-case bases and should be something the Mayor’s office continues to address. Nothing should be done in our city that would not be appropriate for all to see from children up to the elderly. Nothing should be done in our city that breaks the law or would bring about dangerous situations to any of our citizens. With that said, each proclamation should be free of these issues before a proclamation is granted.

Q10. Having a strong arts community is a great benefit to any city. I believe that Colorado Springs is already a vibrant community we just need to make sure that we maintain the vibrancy and look at ways to increase the vibrancy. This community will maintain its vibrancy by taking care of the infrastructure as well as safety. Once these areas are taken care of and have been improved, then all the other aspects of the city will fall into place. As infrastructure and safety are in shape we will be able to draw in new business, get our parks, and open spaces up to par, and the economy will grow. As the private sector grows in our city, the arts will continue to grow and as a result, the local economy will grow.



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Q1 Some of the most critical issues facing our community are a heavy backlog of needed infrastructure improvements, stagnant job growth, and the lack of a diversified economy. I want to help create an environment that listens to our local businesses on what they need to create jobs, and that attracts new industries and outofstate companies. We need a unified and collaborative vision/plan between council, the mayor and community stakeholders so we can work with each other to address infrastructure needs and improvements moving forward.

Q2. I believe that the ideal relationship should be one of civility, respect and collaboration. The mayor and council should work together not against each other. I believe in building collaboration between the mayor and council and leading by example by providing ideas over blanket ideology.

Q3. I think town halls, surveys and forums help to allow the public to be involved in the process. I would also like to see a greater implementation of technology in allowing citizens take part in the process without having to be present at meetings. We should make citizen involvement easier.

Q4. I think the appropriate relationship is thoughtful oversight. Council can ensure that we keep services accessible and affordable by listening to technical expertise and having a well laid out plan for the future. It's also important to listen to community stakeholders and citizens to ensure that we're making the best decisions possible for the good of the city.

Q5. Civility and unity in city leadership will be a critical step in creating an environment that attracts growth in our region. By rebuilding relationships in the community I believe that both residents and businesses will feel more confident in our city government. Another critical step moving forward will be funding our infrastructure backlog and continuing to capitalize on the sports and wellness industry, higher education learning and manufacturing growth. Forging strong partnerships with the Business Alliance as well as our universities and colleges will help us address the needs of any future workforce too. While we need to continue to work on attracting outside businesses to Colorado Springs we also need to focus on our small business, entrepreneur and startup communities. We need to make sure that we provide them the environment that they need to succeed so that they can grow and continue to successfully operate in our city.

Q6. I believe that we need to do a better job on educating our community on the needs of homeless shelters and affordable housing and the realities that we're facing as a city. The majority of our homeless population are women and children and I think it's important we provide them opportunities and resources to get jobs and in to affordable housing. Additionally, some of our chronic homeless people have mental health disorders and are destined for failure without us helping to provide them resources to get better. By addressing these issues as a community we can hopefully provide a better dialogue on the importance of working towards solutions.

Q7. This past fall I rode our transit system while in a wheelchair. I have to admit that I was embarrassed over how inefficient the process was. It rained on me that day and I quickly realized that many of our bus stops didn't have an area to seek shelter while waiting for a bus. It takes too long to get to your destination and it's very hard to predict with any certainty on when you will get there. Future generations are going to demand a more robust active transportation system and it will be important to future growth. We need to assess where services can be improved and work with partners (such as universities) to help work with the city to provide this growing need. We'll probably have to start small but if we can accomplish better service hopefully we can demonstrate to the community how great it can work.

Q8. Jan Martin's recent resolution to fund 19 million dollars towards storm water projects next year is a step in the right direction but we're obviously going to have to figure out a way to do more. I honestly wish I had the answers on how we're going to fund it but I do know we're going to have to figure out a way. We need to be as transparent as possible with what is needed and I believe that with better explanations to the public on why infrastructure is important and how it directly affects the local economy.

Q9. (Cinco de Mayo) Yes because Cinco de Mayo is an important cultural activity in our community. (Everybody Welcome! Diversity Festival) Yes because I feel we need to send the message that everybody is welcome in Colorado Springs. (Pride Fest) Yes. Same sex marriage is legal in Colorado and I feel we need to send the message that everybody is welcome. (Small Business Week) Yes because I feel celebrating small business is important. (National Sanctity of Human Life Day) Though I do acknowledge the sanctity of human life my initial reaction on this is to say no because this is a national day and a polarizing topic that revolves around a supreme court decision. With that being said I do believe the city could do a proclamation for a health day/week that can include pregnancy topics and provide access to resources that can provide alternatives to abortion. (Rev. Dr. Martin Luther King Day) Yes because Dr. King was an extraordinary leader who did great things for this country.

Q10. It's extremely important. When cities have a strong and vibrant arts and cultural sector they attract new investment and provide opportunities to new and existing businesses. I feel that our arts community is in the best shape that it has ever been and that it is helping create a stronger city for us all to enjoy. The arts along with transportation and entrepreneurship can act as catalysts to growth and infill as well as the overall livability of a city. A strong arts and cultural sector means jobs, a stronger tax base, and a healthy sense of community.



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Q1. The top 2 issues facing Colorado Springs are 1) infrastructure updates and capital improvements falling behind – especially the condition of our roads and bridges, and 2) the unsettled question regarding retail sales of marijuana within city limits. We need to prioritize our spending, for example, the one thing that will certainly NOT help us with roads and bridges would be to spend \$200 million on a stadium that we don't need. We can resolve the question on retail sales by putting it to the voters, preferably by council district.

Q2. Council-mayor governance is meant to separate legislative roles from executive roles, with checks & balances like those at our State and Federal governments. City council and the mayor should be consultative and respectful, but at the same time, both need to stay within their own roles.

Q3. City Council meetings should be held in evenings, so more people can attend, and there should be more townhall meetings around the city, at community centers and libraries. City council must listen to its constituents in order to represent them.

Q4. City enterprises serve the people best when they are set up to succeed on their own and maximize citizen participation. The best City enterprises are those that people are happy to join and not even realize that they are City-owned entities.

Q5. City Government should not try to pick winners and losers. We should encourage economic development by reducing burdensome regulation and taxes disguised as “fees.” We can increase growth in manufacturing and logistics by doing more to highlight the benefits of our city's existing foreign trade zone. We can also attract and retain business by continuing to keep our utilities costs competitive.

Q6. There is opportunity to develop more partnership between city agencies and private ones. For example, few people know the faces of the working poor and homeless populations in this city better than organizations like ESM; most of us have driven by their offices on Weber, but not so many know the kind of work that is done, mostly by volunteers, to help people lift themselves out of poverty.

Q7. The city's public transportation system is certainly not as robust as those of other metropolitan areas, and could be better optimized to serve the greatest number of people, increase ridership, and become more self-sustaining.

Q8. City council and the mayor will need to work together in a disciplined way, to budget for and prioritize the city's infrastructure and capital improvement needs, in sync with the city's short-term and long-term goals, NOT hopping from one new project to the next in a “flavor of the month” approach. For example, building a stadium that we don't need, would be a terrible misuse of our limited resources.

Q9. None, and here's why: city government would serve the people of Colorado Springs best by knowing its roles and limiting its actions to those roles. Your local government should not be involved in picking and choosing which ethnic or population groups it likes best or does not support. Nor should city council member waste time arguing over the wording of “proclamations” that almost nobody actually reads, when they clearly need to spend their time listening to the people and budgeting for our priorities.

Q10. The arts are by their very nature, a vital part of any city's culture, and as long as there is demand for something, it will be an inseparable part of the economy.



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Citizens Project spotlights issues in the Pikes Peak region and mobilizes people to strengthen the traditional values of our nation: equal rights, individual freedoms, separation of church and state, civic engagement, and respect for diversity.

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