



**Applicant: Polly Cambron**

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

I've spent over twenty-five years immersed in the culture of Colorado Springs, exploring it from the ground up and summit down. Whether it was racing at our famous 7-11 Olympic Velodrome to racing road at events such as the Pikes Peak Uphill Challenge or the Iron Horse Bicycle Classic- the outdoors isn't just scenery for me it's part of how I live, think and challenge myself. Beyond the blue skies, I'm drawn to the history that shaped our region. I have spent years researching and writing about Colorado history- I'm the author of a book focused on Colorado's power and railroads. Being a member of the CS City Council is a way to connect with the people who shape it.

**What are some important issues facing District 2 and how would you propose to address them? What issues face the City as a whole?**

The SB26-098 Noise Abatement Authority Bill is the most pressing considering there is a new federal lawsuit. This issue has turned toward the intersection of place, policy and public life. The precedent set forth is Hobbs vs. City of Salida (2025 CO 50). The ruling found that the city had improperly issued noise limit exemption permits for concerts. This outcome could be used toward Colorado Springs- that is what U.S. legal precedents do. I truly want to listen to both sides in this matter- the ACLU could get involved due to one of the plaintiff's autistic son. This issue is pressing and any new councillor will have to be sympathetic. We need the arts though. It is a lovely theatre and I hope they add musicals and jazz.

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Yes! I would prefer to be in-person. I work as a writer and will make plenty of time to engage with the community! I love the arts and sports. I love discussing new ideas for the city and what we can do to make us better.

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



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I would look forward to learning where the largest vulnerabilities are in the system, and how prepared are we for peak demand stress. How are we protecting vulnerable customers such as the elderly. Elder abuse is rampant currently and we need to protect them from high utility bills and help them if they are confused about their use. Are current rates shifting the burden onto existing customers in order to support big growth? Growth is great for a city but also needs to be monitored carefully. We don't want unfettered problems that have to seek resolution through lawsuits.

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

I have read that the city has a \$31 million dollar budget shortfall for 2026. I have seen the mayor state that sales tax revenue flattened and that the general fund is shrinking by about \$10 million. So, expenses are growing faster than the city's ability to raise revenue and we are forced to make very unpopular trade-offs. Thus, we aren't broke, but we are in an operating system where growth, costs, and revenue are on a collision course. We have this angle where we are financially constrained that makes every decision on growth a scandal or brings lawsuits? Is this true cost of growth fully accounted for? Reliance on sales tax needs to change, we need voter approved tax changes. Evaluate how growth can pay for itself.

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

Make growth pay for itself. New housing developments/apartments are not covering all of the costs necessary for new roads, public safety and services. When money is tight:  
Fix roads vs. build new ones  
Maintain our parks vs. expand amenities  
Shift toward a "maintenance-first" budget  
Delay all non-essential projects

No flash for our city but stabilizes it. Flash comes in the form of art hives and installations around town and fostering community gardens.

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

Public safety demand is growing, it's NOT failing- but it's being stretched! As we grow outward, the distance between resources and demand keeps getting WIDER. Are we willing to fund it at the level this growth requires? Every major development has highlighted this strain! Are we structuring growth that fully accounts for long-term public safety?

We face a heavily evolving gang landscape- tags are now seen on High Drive, within



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the interior of Red Rocks Open Space, Cheyenne Canon, Santa Fe Trail- all the way to Limbaugh Canyon.

Use of the funds from the Firearms and Ammunition Tax from sales that began in 2025 for \*Community Watch\* signage. Many people have no idea we even have gangs!

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

Transportation in the Springs is one of the clearest pressure points tied to growth and overall quality of life here. Growing, building and new venues all add trips affecting this already stretched system!

1. Expand bus routes, I've heard many people claim they don't have bus service.
2. Careful consideration of future transit-oriented development.
3. Growing demand for alternatives to driving- thus safer pedestrian pathways!
4. The trail connectivity here is great, it needs to be made safer! It's scary under the bridges!
5. Infrastructure was designed for a smaller city that is currently getting big. We need a system that can keep pace, get people to the Ford Amphitheater and TopGolf if they live far away!

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

Parks in our city don't survive on scenery alone- they depend on water, funding, and long-term decisions that determine whether an open space remains open. Yet they reduce crime in an invisible way- when they are cared for they create constant eyes on the street. That's more people out walking, exercising, playing sports or simply being present. That steady presence discourages opportunistic behavior. They strengthen community connections. Familiarity grows. It is evidence-backed that people decompress and feel less isolated in green spaces. They don't eliminate crime, no, but they have a tendency to make communities feel alive and visible without restrictive control.

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

I've worked effectively with executive-level staff by focusing on clear communication and aligning with broader organizational goals, mutual respect and shared ideas. I try to make sure everyone feels heard! Building that trust makes collaboration more effective. Whether that's timelines, risks, costs or impact- I will present information that is clear, concise and honest, I work well with others and enjoy brainstorming on any idea! I approach working with staff as a team effort. I value feedback and try to create a



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thoughtful environment where others feel comfortable raising issues. Thank you for your consideration.



**Applicant: Cindy Carter**

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

I'm interested in serving on the Colorado Spring City Council to help manage growth responsibly while protecting quality of life. I bring experience working with state and local governments on strategy, infrastructure, and public-private partnerships along with expertise in CJIS, behavioral health, and transportation analytics. My approach emphasizes data-driven decisions, collaboration with non-partisan staff, and engagement with residents. I prioritize sustainable development, reliable infrastructure, public safety, multimodal transportation, and preservation of parks and open spaces. My goal is to deliver practical, transparent solutions that balance growth services and community values for current and future residents.

**What are some important issues facing District 2 and how would you propose to address them? What issues face the City as a whole?**

Important issues in my District include development and growth conflicts that include large housing and entertainment developments, controversies around affordable housing developments, the Ford Theater project, large scale annexations and new subdivisions. Balancing these concerns with new housing supply that is necessary to control home prices and accommodate population growth must be considered. Annexation and expansion of the city is an intense situation in District 2 because most of the growth pressure is on this end and edges of the city. Other issues to address center on infrastructure and roads, city budget cuts and local services, police oversight and accountability, population growth and redistricting.

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Yes. Has a remote worker and independent contractor I am able to build my own schedule.

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

I would balance priorities by focusing on long term interest of customers in colorado springs. Reliable water power, gas, and wastewater services must remain the



foundation of every decision. I would support infrastructure investments that protect reliability while ensuring rate decisions are transparent data-driven and mindful of affordability. At the same time, strong customer services essential for public trust. My approach would be to evaluate trade-offs carefully use clear performance metrics and engage customers and stakeholders so the utility continues delivering dependable service at responsible rates.

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

I would focus on discipline planning, responsible growth, and diversified funding. First, I would support long term capital planning that prioritizes projects based on safety, reliability, and the needs of residents. Second, I believe development must help pay for the infrastructure requires ensuring roads, water, and utilities keep pace with growth. Third, the city should leverage partnerships , grants and innovative financing to stretch taxpayer dollars. My goal would be to ensure infrastructure investments are data-driven, transparent, and aligned with the long term economic and quality-of-life priorities of the community.

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

My approach would focus on balanced, responsible planning. Growth is inevitable and can strengthen the local economy, but it must occur in ways that protects quality of life for residents. I believe development should be aligned with infrastructure capacity, including roads, water, utilities, and public safety services. New growth should contribute fairly to the infrastructure it requires so existing residents are not disproportionately burdened. I also believe strong community engagement is essential so neighborhood perspectives are heard early in the process. My goal would be thoughtful growth that supports housing needs economic opportunity in long-term sustainability for the city.

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

I believe public safety in Colorado Springs is best addressed through both effective policing and coordinated community response. Many calls for service involved behavioral health crisis, so expanding partnerships between law enforcement, mental health providers, and crisis response teams can ensure individuals receive the right care while allowing officers to focus on core public safety needs. Strong data governance and CJIS-compliant information sharing can also help agencies coordinate more effectively and identify trends earlier. My approach would emphasize prevention,



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agency collaboration, and technology that improves response times protects sensitive information, and supports better outcomes for residents and first responders.

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

I would address transportation needs in by using data-driven planning and transportation analytics to guide investment decisions. Analytics can help the city better understand traffic patterns, growth corridors, and congestion points so resources are directed where they will have greatest impact. I would support using data to prioritize road improvements , coordinate development with transportation capacity, and evaluate multimodal options such as transit, bike, and pedestrian infrastructure. My experience with transportation analytics also emphasizes measuring outcomes, tracking travel times, safety, and infrastructure performance. The city can continuously improve mobility, while ensuring investments deliver real value to residents.

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

My approach would balance preservation, access, and long term stewardship. As someone who actively uses these spaces, I understand how important they are to quality of life, environmental protection, and the character of our community. I would prioritize maintaining the parks and trails we already have ensuring trails, restrooms, and natural areas are safe and well cared for. When considering acquisition, I would focus on protecting high value, natural areas, wildlife corridors, and lands that expand equitable access to outdoor recreation. I support using data and community input to guide investment to funding is directed to the parks most used and most in need. I would look for partnerships in grant opportunities, both public and private.

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

As an unaffiliated, active voter serving on the City Council, I would respect the expertise of the city's non-partisan staff, treating them as trusted partners in implementing policy. My career working with state and local governments has taught me to focus on shared outcomes rather than politics, collaborating successfully across parties. I would clearly define goals, rely on staff expertise and data, and maintain open communication. By listening asking thoughtful questions and building consensus, I aim to deliver practical, transparent solutions that benefit all residents of Colorado Springs.



**Applicant: Ken Casey**

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

I would like to continue to my lifetime of public service & give back to my adopted community. I have the experience, education and character to serve as a Councilmember. Collaboration, consensus-building, leadership, management expertise, character – I've demonstrated all of these as the current Chair of the COS Planning Commission & the current Board President of the Flying Horse HOA, where I've led the efforts to facilitate the amicable transfer of Declarant Control from Classic Homes to the homeowner-led HOA, while working collaboratively with the FH Metro Districts to allow for the maintenance of Flying Horse neighborhood in a cost-effective way. District 2 resident for 17 years. USMA West Point graduate; Executive MBA – U-Denver.

**What are some important issues facing District 2 and how would you propose to address them? What issues face the City as a whole?**

The issues facing D2 are similar to those facing the City. Development; a challenging budget environment; & increasing traffic. The approach to these issues is the same in D2/the City at large – developing collaborative plans & strategies like PlanCOS, AnnexCOS, & ConnectCOS with robust community engagement, publicizing these plans, & effectively implementing them. D2 has some "Flash Point Issues" (Royal Pines Apartments, Ford Amphitheater, Powers Extension, Mormon Temple) where D2 supporters & opponents are very passionate. My approach would be to engage stakeholders, so everyone has the opportunity to be heard & develop ways to mitigate the adverse effects (noise, congestion, disruption) these issues can generate.

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Yes, I able to devote the time required to be an effective Councilmember & attend meetings in person. While I work for the U.S. Department of the Interior, I have flexible hours, banked personal time off, & supportive leadership who will allow me to participate fully in meetings and other engagements. I've spoken with then Councilmember Mike O'Malley about his balancing of work requirements as a federal employee & a Councilmember. One advantage I have in this regard is that my office is in the South Tower of the Plaza of the Rockies, a few floors above where CSU Board



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Meetings are held & two blocks from City Hall. I'm confident in my ability to balance competing demands on my time.

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

Number one is reliability across the 4 utilities CSU provides, even if reliability & redundancy of key systems increase cost. In the CSU Key Official Day I participated in, Travis Deal discussed CSU's leveraging the Southwest Power Pool as a way to increase reliability & better manage costs. Maintaining reasonable rates is 2nd, & offering reasonable rates are an advantage of a municipally owned utility. Customer service & stakeholder engagement should be an inherent part of CSU's work, particularly before embarking on a major, disruptive initiative like installing fiber optic line in established neighborhoods. CSU should consider conducting pre-initiation open houses like City Public Works has been doing for the Powers Extension Project.

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

COS' "2025 Strategic Doing Action Items – Priority Items" proposed key City's infrastructure objectives with supporting, actionable sub-objectives. This appeared to be a methodical way to grasp the scope of infrastructure needs. The list should be prioritized & have cost estimates & target implementation assigned. Items too costly to implement in the near term, should be added to a list of unfunded requirements for future consideration. For new developments, Metro/Special Districts should be encouraged to build new roads and utility/stormwater infrastructure. Where possible, COS should continue to leverage PPRTA, state and federal funding (Powers extension, I-25 improvements).

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

I'm keenly aware of the need to balance competing priorities for economic development, attainable/affordable housing, open space preservation, traffic management, fire mitigation, & wise use of the City's limited water resources. I am in favor of sustainable/smart growth that balances the need for new housing/commercial space with the ability of new & existing infrastructure, CSU, CSPD, CFD to support. The on-going update to PlanCOS and the pending release of AnnexCOS are great opportunities to engage the public to solidify an approach that balances these competing priorities in a fiscally sound manner. With the City's budget under increasing strain, it is vital to ensure development does not outpace the ability of City services to support.



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

Decreasing crime also involves community engagement (patrols, events), citizen involvement & ownership (Neighborhood Watch), crime prevention initiatives & prioritizing budgets for public safety. Likewise, maintaining a steady flow of new police officers & firefighters through their respective COS academies is critical in providing for public safety in cost-effective manner. Establishing new fire stations like the one recently opened in D2 on InterQuest Parkway help reduce response times, but only if the stations are able to be adequately resourced with funding, equipment & personnel. Next, potential annexations need to be evaluated in terms of the cost of extending City public safety services per the UDC Annexation Criteria.

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

The City Council-approved, 2023 ConnectCOS plan provides a comprehensive look at the City's transportation needs now and in the future. ConnectCOS established 3 main priorities & 6 community support goals. I would expect to address/prioritize any transportation needs in light of ConnectCOS, and I would address these needs through the City Council's membership in the Pikes Peak Rural Transportation Authority, which is critical to addressing the City's needs for capital projects and maintaining its aging infrastructure (roads, bridges, and drainage systems).

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

The beauty of COS is frequently enjoyed in its parks/open spaces. I'm in favor of adequately funding maintenance & thoughtful acquisitions. Like annexations, acquiring new open space needs to be evaluated in terms of the cost of maintaining the space. A recent Gazette editorial called for leveraging public-private partnerships in an "adopt a park" manner. I think this idea is worth exploring. For new developments, districts should be encouraged to include parks in lieu of land dedications in their plans. The Flying Horse MD constructed several neighborhood parks in FH early on, whereas a neighboring development didn't, but instead dedicated land to City Parks. About 15 years later, the neighboring development finally constructed a park.

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

I would engage with the City staff in the same professional, courteous manner as I do now at the Chair of the Planning Commission, where I regularly interact with the Planning Staff both for pre-meeting coordination & during-meeting discussions.



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Similarly, I respectfully engage during Commission meetings with City Attorneys, Traffic Engineers, CSPD/CFD representatives, Public Works, Parks, & CSU representatives. I'm cognizant that the City staff works for the Administration & not for City Council, & I would avoid any negative interaction that could reflect poorly on the Council. At the same time, I know I will likely need information from the staff to effectively perform as a Councilmember, & I won't be reluctant to ask for what I need.



**Applicant: Anita Miller**

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

I want to serve my community. My commitment to service and familiarity with my community are attributes that will benefit Council. I've served a major county political party as Communications Manager, Precinct Leader, and Exec Committee Member. I've also volunteered for more than 10 years helping area high school students apply to colleges and for scholarships. My students have been admitted to military academies, Ivy Leagues, and other great schools. They've been awarded millions in scholarships. I'm an event speaker for Educating Children of Color, a local 501(c)3 dismantling the cradle-to-prison pipeline for children of color and in poverty. I have a BS in Communications, an MFA in Writing, and have written for the Gazette and KRCC-FM.

**What are some important issues facing District 2 and how would you propose to address them? What issues face the City as a whole?**

Lack of trust in government representatives is the root problem in D2; you wouldn't be reading this application otherwise. To address this, I will diligently and respectfully communicate facts to constituents with zero personal favorability toward any side of an issue. All actions I take will represent the best application of facts, while keeping constituents' rights in focus. D2 is made up of intelligent and analytical constituents (many military), and they demand bare-bone facts and the confidence that all remedies are explored about issues such as the amphitheater, utility rates, and roads. Big citywide issues (budget, water, and public safety) will require me to initially seek information from Council and City staff.

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Yes, I am able to devote the time required to be an effective Councilmember, and I will attend the Council and CSU meetings in person.

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

For most U.S. utilities, it's difficult to maintain reliability without rate hikes. But we're in an advantageous position to strive for balance, because we own CSU. So, I will never



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vote to sell CSU or relinquish control from Council, a body elected by citizens/ratepayers. Emphasizing the concept of “ownership” to constituents—both individuals and entities—encouraging them as part-owners to conserve water, for example, through leak repair or landscape changes, can help balance priorities by reducing waste. Careful consideration of budgets and recommendations from CSU staff, as well as proposed annexations, is also paramount. Ultimately, reliability is number one. Without it, we’ll lose individual and corporate customers, no matter rates.

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

I would use the City’s prioritized lists of capital infrastructure needs and allocate a portion of the budget every year to chip away at the priorities, while ensuring that we are following all laws and regulations regarding funds provided through voter-approved taxes and grants. I would ensure the lists are reevaluated constantly to ascertain the prioritization is still relevant. For example, did lack of snow this season affect any allocations that were in place to manage snow? Where the budget is lacking, I’d explore partnerships to help address the shortfall—state and federal funding, etc. I’d also look for innovative ways to communicate with citizens about projects, so they can see where their tax dollars are going.

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

While I’m opposed to a growth-for-growth’s-sake mindset, I understand that we need to invest in our future. When considering growth and development, we should address the needs of future citizens and businesses and—more importantly—existing constituents. We should ask ourselves whether we have the financial ability and actual desire to grow, particularly when the growth is geographic. No sane person would build a deck on their home if the roof is falling in, especially if they never wanted the deck. I am, of course, open to considering any development plans and will carefully review stakeholder input regarding infill, redevelopment, and expansion. All growth and development should occur in a financially and environmentally responsible way.

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

Nobody will care about Pikes Peak’s beauty if the people living beneath it are being robbed and murdered. Chief Vasquez would have my support in prioritizing needs in the department that keep our community safe. As a city councilmember, my focus when analyzing that list would be on the sworn officers, particularly in attracting, training and retaining them. They should receive competitive pay and benefits, and we should have their backs, as they so consistently have ours. I would also appreciate hard data when it comes to the Chief’s requests for the acquisition of capital equipment, especially during



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our current budget shortfall. Ultimately, we answer to our constituents, and keeping them safe is an important function of Council.

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

The first step is ensuring that roads are in good shape. Regular analysis of 2C and PPRTA funding is an important responsibility of Council, as is informing our constituents about project progress. Exploring better ways to communicate updates will improve the likelihood of citizens to confidently fund road needs. Utilizing inexpensive innovations—like interlined and deviated fixed-route service—is key, as is receiving federal grants (like the Safe Streets for All grant). Partnerships between private and public entities to transport students and employees are also great. The unique needs and projects of each district should be communicated between councilmembers when prioritizing funds. In D2, for example, the Powers extension is important.

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

Parks and open spaces—along with police, fire, and roads—are top priority for me. I'd like to evaluate information about the number of parks, open spaces, and trails that are present in each district, to ensure that they are fairly allocated. With regard to acquiring open spaces, there should be an active operation underway to approach individuals and entities that may currently own property that they would like to gift the City. There is historical precedent for this approach that has benefited citizens immensely. Careful attention to future maintenance budgets should be given to the building of any new park or acquisition of open space. If we can't afford maintenance, we need to reconsider.

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

I will consult with the Council President on how staff hours are typically divided among Councilmembers. Using that information, I will then prioritize the issues on which I need assistance based on a balance of the significance of the issue (does it affect a basic right, for example) with the number of constituents affected. I will treat every staff member with respect and professionalism, and I will appreciate their input.



**Applicant: Shawn Murray**

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

I have lived in Colorado Springs since 2024 and in this district since 2015. In that time my wife and I have raised three children managed our business and I have served on various boards in the community to contribute my time to help address issues and solve problems in the community. These include the Pikes Peak Workforce Center, The Colorado Springs World Affairs Council, the Southern Colorado Women's Chamber of Commerce as well as others. I have worked with city, county, state and federal legislatures to address issues that face our community.

**What are some important issues facing District 2 and how would you propose to address them? What issues face the City as a whole?**

D2 is currently at the center of significant transitions. The area is grappling with the friction between rapid suburban growth and the increasing constraints of resources like water and infrastructure. D2 residents are focused on quality of life and the physical evolution of neighborhoods. Infrastructure Stress: Major roadway projects, such as the North Gate Blvd. Improvements and the Briargate Pkwy. Due to the district's proximity to the "Wildland-Urban Interface", there is high community engagement in the "Ready, Set, Go" wildfire preparedness program. There is a power struggle between local authority and state-level mandates. Home Rule Challenges: Legal challenges against state laws like HB24-1313 and HB24-1304.

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Yes.

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

By working with other board members to prioritize requirements needed to develop effective strategies, recommend courses of action and track progress.



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

By working with others to seek alternative funding measures that minimize the impact on residents.

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

Smart and slow growth strategies where it makes sense based on population and support demographics.

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

By working with first responders, the police chief, Sherriff's office and EMS to understand where the challenges are and work together to address the priorities.

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

By analyzing current needs against current capabilities and working with other council members to balance requirements that would be beneficial to the city as well as D2.

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

Parks are an important part of our community. Understanding how they are currently budgeted, operated and managed would help better answer this question. Given the current budget deficit in the city, an analysis would be appropriate to make an effective determination.

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

Holding discussions relevant to initiatives to ensure that progress achieved collaboratively.



**Applicant: Dan Spohn**

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

In 2002 I volunteered for the PPACG Citizens Advisory Committee and served 2 three year terms (vice chair near the end). I am a board member of a non-profit, past board member of another non-profit. I moved to the Springs in 1994. I tend to see things from a 10,000 ft view, much more the bigger picture and how that picture can evolve in the future. I believe in common goals and objectives and the planning required to achieving them. And that through collaboration the whole can definitely be more than the sum of the parts.

**What are some important issues facing District 2 and how would you propose to address them? What issues face the City as a whole?**

In District 2 the extension of Powers Blvd to I-25 and the Ford Amphitheater. For Powers Blvd., include area residents in planning its execution. Same with the Ford Amphitheater, include residents in collaborative solutions. As for the City as a whole.... rampant growth that is allowed to occur that doesn't meet the master plans for city and county is probably the biggest issue. When I was on the PPACG CAC we worked on the 2030 transportation plan. We still don't have any efficient east/west travel corridors, nor do we have an eastern Interstate type bypass around the city. Master plans direct growth, but master plans have to be adhered to if the vision the plan was based on is to come to fruition.

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Yes, I am retired so my time is my own. And yes in person is no problem.

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

Due to my time in the Navy as a nuclear trained operator, I am very familiar with power sources and electrical generation. I believe in the benefits and prudence of having multiple power sources as a way to provide reliable affordable power to CSU customers. When I moved here I was surprised at the cost of power (it was low). I believed the City ownership of CSU was a great idea. Now that the State has stepped in with a push for



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zero carbon emissions through renewables, costs have increased and rates have been negatively affected. Solar and wind are great, and should be developed, but a much more reliable means (hydro, nuclear) need to be implemented to ensure uninterrupted service.

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

The easy solution is to raise taxes. This is not a popular choice, obviously. To improve success of any tax increase, I believe it should also come with budget tightening by the city. I keep going back to collaboration. Its give and take, take and give. If we as a City focused on the Vision for the city, and the Mission of those governing, we could better assess those things we are spending money on that actually do not serve the Vision and Mission, and redirect those funds to the City's infrastructure need.

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

Have a master plan in place that was created by all stakeholders, the developers that build it, the police, fire and utilities that serve it, and the residents that will live and work in it. Once in place (the master plan), review it every 5 or so years to incorporate any new information not known at the time it was generated, and all the same group participants need to be involved.

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

It would have been good if you would have provided a list of what are currently considered 'public safety' needs. Without that I am left simply to decide what I feel (emotionally driven, not logically driven) are public safety needs. Awareness by all is required. I would recommend to define what to track, track it and report it. Public safety needs/improvements are as much a responsibility of the public as they are City government.

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

My experience with the PPACG CAC 2030 transportation plan exercise was quite enlightening. When faced with a given budget, and a list of improvements that would cost 2 or 3 time the budget, prioritizing was a huge effort. I believe that a good Vision and Mission for the Pikes Peak region transportation system would help. And it needs to go beyond the City alone, it needs to include the other jurisdictions in the Pike Peak region. As the PPACG includes representation of all our communities, working with them would seem to be a good idea.



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

This is a quality of life issue. It is also one that is important to economic development as a way to attract employers and employees. I believe that a percentage of revenue should be dedicated to quality of life issues like this. And to stick to it. I recently read that the City was closing restrooms in many of our parks due to budget. Was that because we grew the number of restrooms beyond the budget, our City revenue decreased unexpectedly, or was that budget cut for another priority? Is there a master plan for parks and open space, is it in need of review? Personally I like and would support parks and open spaces.

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

I certainly have ideas, but they are mine, not necessarily everyone else's. I spent the better part of my career in Business Development, Sales and Marketing. In our form of government (non-dictatorial) everything you want to do requires a bit of 'selling'. I've used the term collaboration a lot in these responses, but it holds here as well. And to be able to 'collaborate', a common goal or objective is required, that is the first discussion and the first agreement that needs to be made before working towards means and methods to reach those goals and objectives.