

**FORT COLLINS BUSINESS COMMUNITY
CANDIDATE ENDORSEMENT QUESTIONNAIRE
2015 CITY COUNCIL ELECTION**

**Questionnaires are due back to ahutchison@fcchamber.org
by 5pm on Thursday, February 19, 2015.**

**Please note that all questionnaire answers
will be shared with the business community.**

Office Sought: City Council	District (If Applicable): 2
Name: Ray Martinez	
Home Address: 4121 Stoneridge Ct., Ft. Collins, CO 80525	
Daytime Phone: 970.690.3686	Evening Phone: same
Fax: none	Email: raymartinez31@comcast.net
Employment: President of RM Consulting, Inc.	
Length of Residence: In City: 58 years In District: 21 years	

Please limit responses to approximately 200 words per section.

(1) Education:

Attended CSU, Metro State, and AIMS, degree in Criminal Justice.

(2) Past and Present Community Service Including Offices Held:

There are too many for me to list and keep it at 200 words. Here are my recent activities since I left office in 2005:

- Advisory Board President of the Salvation Army
- Executive Board member for Project Smile with the Schools
- On the Board of Trustees Mesa University appointed by Governor Hickenlooper (500 students from FC)
- Board of Directors for the South Ft Collins Business Association
- Poudre High School Funding Board member
- The Board of Directors President for Global Village Academy Charter School
- Family Center/La Familia of Fort Collins Board of Directors (2009)
- Board of Directors member of Larimer County Crime Stoppers

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(3) Past and Present Employment/Business Experience:

After leaving office, I was employed by ITX as their Public Relations Director for 5 ½ years. During the same period, I hosted a weekly, live 2-hour radio talk show on KFKA Radio. I left ITX when the company was sold and left KFKA when my radio spot was sold to an infomercial. Since then, I've done consulting work through my own company, RM Consulting, Inc. and have worked on various projects including the Trash Hauling Districting issue, Foothills Mall redevelopment, and Capstone Cottages.

(4) Current Employment and Responsibilities:

As noted in item #3 above, I do consulting work through my firm RM Consulting, Inc. as well as participate on several boards.

(5) Specific Qualifications For This Office:

I worked in City government over 30 years—23 plus years as a member of Fort Collins Police Department, retiring as a Sergeant, and 6 years as the Mayor of Fort Collins (1999-2005). For the last 7 years I've worked as a consultant, predominantly on the private sector side. My work has largely focused on building connectivity, enhancing working relationships and bridging political issues between local governments and the private sector.

(6) Why Are You Running For This Office?

Some members of City Council are trending in the direction that is unhealthy and detrimental for our community. It seems their agenda is to stifle economic progress—for employers as well as employees—to negate the strong City/University relations that have characterized many cooperative initiatives, and to isolate Fort Collins from participating as an actively engaged player in solving regional issues. We need elected officials (City Council) that approach issues and opportunities with the ability and commitment to genuinely work with others on our priorities. In order to address those priorities, such as affordable housing, workforce development, a sustainable and strong economic base, and a well-rounded transportation system, we need a Council that is open to new ideas, new tools and new ways of thinking versus always wanting to restrict and close the doors.

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- (7) What have you done to prepare for election to this office and how you will you conduct yourself if elected to this office? What experiences have you had that makes you qualified to serve in office? On what City Boards and Commissions have you served?

My past experience as the Mayor for three terms (6 years) provides a solid foundation—it broaden my understanding of the community as well as the City organization. My subsequent work on the private sector side has increased my knowledge and grasp of the critical integration of public and private elements for a well-functioning community. This blend of experience and knowledge positions me to be an effective representative for District 2 as well as a member of the City Council.

In addition to my work on boards mentioned in Item #2 above, during my tenure as Mayor I served Platte River Power Authority, Poudre Fire Authority Board, Senior Citizen Board, Larimer County Office on Aging Advisory Board, White House appointee to the ESGR under President Bush, and the Governor's appointee to Minority Business Advisory Board. Currently, I am a Governor Hickenlooper appointee to the Colorado Mesa University Board of Trustees. My past and continuing board experience enables me to also consider the non-profit and quasi-governmental segment of our community as we examine future partnerships to address community priorities.

In preparation for the April 7 election, our team has a detailed campaign plan. We have setup the webpage, www.rayforcouncil.com, sent out our first donor letter (February 16th), and our first postcard mailer goes out by February 21st.

- (8) If you are elected, what are the top three accomplishments you want to have completed by the end of your term and how will you get them done?
- a) To meet with every neighborhood association in District 2, both formal and informal organizations, to develop and prioritize a matrix of key issues that they deem important to them.
 - b) I will hold monthly neighborhood meetings to garner the views of other citizens (similar to meetings I held as Mayor) and create a stronger link to represent the people in the community.
 - c) To personally meet with the major entities of our community-- business (e.g., NFCBA, SFCBA, FCCC, FCBR, DDA, DBA), education (CSU, PSD,

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FRCC), non-profits (United Way, Community Foundation, Faith community). The purpose is to understand from their perspective, what is working or not and how we can best work together on opportunities as well as issues to move our City forward.

With these top three accomplishments, my intention is to enable all of these organizations to work more effectively together on our community needs. It's another way to reconnect the community with the people. This election is about community. It's about unifying the community and bringing a more active voice of the community in creating a vibrant future.

(9) What do you think are the top 3 economic priorities the city government should undertake during the next four years? What role should the City of Fort Collins have in economic development? How will you make the economy a City budget priority?

a) Investment in our community that retains and brings in primary jobs, such as we did with Woodward, Hewlett Packard & Avago, AMD, Anheuser-busch and other companies. Our concentration must be sustaining and fostering a strong economy. We have to look beyond the city and consider other regional elements such as the Fort Collins-Loveland airport, regional buffering, revenue sharing, and transportation.

b) Social sustainability that embraces a quality of life and creates a place that is affordable for employers and employees. We need to focus on affordable housing, the homelessness initiative, and a safer community.

c) Protecting our environment and moving diligently toward our goals of clean air and water is key for our community. Our Open Space program is a model. We have and continue to do a lot to ensure clean air and plentiful, safe water. But more needs to be done. We can reduce congestion and boost our air quality by improving the *synchronization of traffic signals* on main arterials, by building a robust *work/commuter bike system* as part of our multi-model transportation system, improving *Transfort bus grid routes*, and capitalizing on *CDOT's bus service* from Ft Collins to Union Station coming this spring.

The three-prong test for me when voting on issues is that there needs to be a balance with our economy, environment, and quality of life. Equally important is to consider facts, data and cost-effectiveness as opposed to merely theory.

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- (10) How will you make Fort Collins a more Jobs Friendly community? Are you willing to engage with business leaders to discuss these solutions? Please explain how you will stay in touch with business leaders.

Our Economic Health Director, Economic Advisory Commission, and the City Manager need to work in unison with the Chamber, SFCBA, NFCBA, DDA, DBA, Innosphere, Front Range Community College and the CSU Business College. Yes, it's a large number, but its crucial mix to bring together as each has a unique role in creating and retaining a diverse mix of jobs and new opportunities. I pledge to meet regularly with these representatives and create new ways of improving the communication and the critical collaboration needed to promote greater economic vitality.

- (11) What role should the City of Fort Collins have in the region? What do you believe are the top issues facing Northern Colorado in the next several years?

Regional transportation is KEY to a strong and sustainable economy. Improvements to I-25 (such as the Berthoud Hill stretch) are essential. Improvements to the segment between Longmont and Fort Collins are a top priority.

The Fort Collins-Loveland Airport is a key economic regional asset. I envision it as being a legitimate and fully functioning port with rigorous economic activity. As a shared asset, Fort Collins and Loveland need to consider how to share the revenue that results and how such an arrangement can be a benefit to both communities. The airport's resources should be a point of destination rather than a point of departure and money leaving our community.

Authentic regional buffers between communities help us keep our identity and beautify where we live. Buffers are much more than a posted sign. We can be smart and add to our quality of life by designing buffers that also include recreation, trails and places to pause between communities.

Shared revenue has the potential to benefit all of us, particularly as we grow

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closer together along the I-25 corridor (Northern Colorado's "main street"). It works well for Thornton and Westminster. I plan to initiate the conversation.

- (12) Colorado will continue to grow, including our area. How should the City Council plan for growth, if at all?

There is an old saying: "If you fail to plan, then you are planning to fail." We must continue our planning for redevelopment, infill, and our growth management area (GMA). Factors such as affordability and the costs associated with ensuring that we have good infrastructure and Adequate Public Facilities (new ordinance coming soon) must be addressed.

If anything is going to impact our ability to grow smart, water will. Our environment is changing, and the challenge of clean and plentiful water will be a major factor for our future. The cost of water is rising—for housing and businesses alike. The cost of water taps has almost tripled. Developers are struggling to supply water for their projects.

Mike DiTullio, district manager of the Fort Collins-Loveland Water District, stated: "...there is no such thing as affordable housing in Larimer and Weld counties." Commercial and residential realtors in our area have noted that the water taps for homes in NE Fort Collins are no longer available from the city. ELCO is the next source of water at the tune of \$25,000 to \$30,000 per tap versus the City's fee of \$6,500 per tap. In Greeley, what used to be \$9,000 per share is now \$25,000.

As a state, we need a plan of action for water storage. Locally, the Halligan reservoir expansion needs to occur. We cannot just rely on Horsetooth, the Pleasant Valley pipeline, and Seaman reservoir. It's a regional issue that has taken years and substantial dollars to work through the permitting process. Again, some City Council members view blocking water storage as a way to block growth. As a council, we need elected officials that have the political will to move forward, not officials that obstruct progress. We need to be diligent and do careful planning. But we also need to do what is necessary to position our community for the future.

- (13) What are the top two issues facing city government over the next 4 years

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and why do you believe they are the most important?

a) Water supply and storage and its "trickle down" impact on so many of our quality of life elements, community affordability, and sustaining a healthy economy.

b) While our sales and use tax has seen vigorous growth, we cannot be complacent and assume it will always be so vibrant. Eighty percent of Fort Collins businesses are considered small trade or industry. Consequently, small business is big business for us. As a city, we must do what we can to help businesses thrive and grow. We must insure that we have good infrastructure (the APF policy), some good tools to help provide incentives where necessary, and help our work force to have affordable places where they can live, invest, remain and participate in the community.

(14) What economic tools should the City add to their "tool box" of resources to attract key employers?

To some elected officials and activists, incentive tools are malicious and immoral. However, used appropriately there are many examples of great results. The place we call the "jewel of our community" (Old Town) is a fine example. It has and continues to use tax increment financing to leverage continuous redevelopment and renovation.

Incentives have been carefully used to attract and retain our clean and diverse industrial base. The incentive packages have been used to leverage private sector investment and supporting public infrastructure for key projects. Clearly, companies tend to move to Fort Collins because of our quality of life, i.e. trails, schools, higher education, parks, environmental health, and job opportunities. Maintaining these amenities and services will always be KEY to our success. Yet, the City must have an economic toolbox that enables us to be strong partners and leverage commerce that we think is beneficial to the community.

(15) In recent years, the City Council has been prone to push ahead on issues that are clearly not popular with the public. An example would be trash districting. Though public support was absent, the Council pressed forward with the results being significant negative response by the public and hundreds of thousands of taxpayer dollars spent on consultants and staff time. What would you do to ensure good governance and the prudent use of

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staff time and resources?

I'm very familiar with the controversy as I worked on the project to prevent trash districting. This is not much different than the current neighborhood turmoil over the community garden in English Ranch (District 2). I've taken the time to meet with the neighborhood and visit with staff and some council members about the issue. The biggest stumbling block that caused the dispute was the poor process. A neighborhood park is intended to bring people together, not divide into an "*us versus them*" situation that stirs up angry outrage in public settings. This garden seemed to pop up out of nowhere over night. When neighbors questioned it, they were told, "it's not your park." It's imperative for council and management to know that the park isn't theirs either. The park belongs to the taxpayers and neighborhood fee payers. Management is hired to manage it, not dictate.

My point is that before council or management embarks on sensitive matters, they should conduct genuine outreaches, with those affected that go beyond a public council hearing. Get some buy-in through collaboration and dialogue. After I made a few phone calls to council, management, and the neighborhood, suggesting mediation, there is now buy-in from all sides to sit down and decide where to place the community garden. We can avoid a lot of consternation and the cost of mediation, if we do our own due diligence beforehand.

Consultants serve a useful purpose—to bring in expertise and resources for a short duration. However, often times we spend too much time and money on them. The Council needs to periodically review how consultants are being used and to what extent, as well as how much they are costing. It's part of ensuring accountability to our constituents and taxpayers.

City Manager Brunton once hired a consultant to determine where we were spending too much money within the City budget. The consultant reported that we were spending too much money on consultants. What can we learn from all this?

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- (16) The High Park Fire and drought showcased how vulnerable the City is to lack of water storage. What would you do to help the City be better prepared for water emergencies?

I think this question was adequately answered in question #12.

- (17) What are the top three transportation improvements the City of Fort Collins should accomplish? What is your position on the potential renewal of the Pavement Management Sales Tax? Why?

a) Connecting to trails and building a strong bike work/commuter system.

b) Roadway improvements, i.e., intersections and lanes. At some point we will have to look at HOV lanes. The Lincoln Avenue improvement—bridge replacement and improvements to travel, bike and pedestrian facilities-- is imperative for employers, employees and the people who live in and are coming to this area of the city.

c) Our Transfort Bus system needs more connectivity for employers/employees and general usage. Public transportation has never been cost effective and it will take community will and investment to make it a system that is really useful for all. Remember, all transportation is subsidized by tax dollars -- air, streets and highways, buses, and trains.

- (18) Why would a business person support your election to office?

I have a proven record as a 3-term mayor. My experience in the public and non-profit sectors as well as recent experience in the private sector enables me to consider the issues and how to move the community forward from a very balanced perspective. We can't and won't have a world-class community without a world-class economic base. It sets the stage for the amenities and as well as protecting and enhancing the important environmental and social elements.

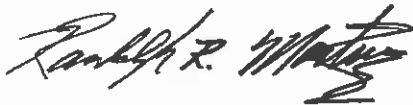
I consider all of the key policy questions in light of what is best for the community—not what a particular interest group or political party advocates. My Council voting record illustrates that I can and do cross all “party lines.”

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For second term, I won with approximately 83% of voter support and in my third term, I won handily against a strong opposing "party" leader (city elections are suppose to be non-partisan). My basic commitments and promises haven't changed related to community unity and collaboration, yet I remain tuned in to the current pulse of the City, ready to interact and respond to the community's needs and priorities.

- (19) If business groups endorse you, is there any significant information that could come out about you during a campaign that could potentially embarrass you (and them) publicly? (ex: bankruptcy, arrest, conviction, etc.)

No.



February 15, 2015