



EDUCATION

Master of Urban and Regional Planning

College of Architecture and Planning

University of Colorado, Denver

Bachelors of Arts Environmental Studies and Geography

College of Arts and Sciences

University of Colorado, Boulder

RECENT EMPLOYERS

TOWN OF LYONS

Community Development Director

2017-PRESENT

432 5th AVENUE

LYONS, COLORADO 80540

pggLLC

Owner / Principal Planner

2014-2018

1788 YAUPON AVENUE

BOULDER, COLORADO 80304

UNIVERSITY OF COLORADO

Professional Research Assistant / Instructor

2003-2018

COLLEGE OF ARCHITECTURE AND PLANNING

126 PO BOX 173364

DENVER, COLORADO 80217-3364

MIG/WINSTON

Project Manager / Senior Planner

2005-2014

4696 BROADWAY STREET

BOULDER, COLORADO 80304

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners
- American Planning Association
- PLAN-Boulder Board Member
- CU Biodiesel

HIGHLIGHTED SKILLS

Planning and Design:

- Transportation, recreation, hazard, restoration and land use planning;
- Architectural, corridor and urban design guidelines;
- Revitalization and infill planning;
- Code review for compliance with planning documents;
- Action-base implementation planning;
- Resilience and inventory assessment; and,
- Rapid deployment of econometric and geographic models to assess the fiscal, economic, and environmental implications of policy decisions.

Management:

- Orchestrating multidisciplinary project teams;
- Customer service/client management;
- Scopes, schedules, and budgets;
- Ability to work on several issues/projects while meeting project deadlines;
- Working with ambiguity;
- Effective supervision;
- Project status reporting; and
- Report authorship, illustration and production.

Facilitation:

- Conflict resolution and consensus building;
- Public dialogue and community workshops;
- Local capacity-building;
- Private/public partnerships;
- Elected and appointed officials; and
- Media engagement (online and traditional).

Computer:

- Adobe Creative Suite
- Graduate Geographic Information Science Certificate, University of Colorado, Denver; ArcGIS (Desktop, Pro, Collector, Online, CommunityVIZ)
- Microsoft SharePoint, Slack, Doodle, Survey Monkey
- SketchUp
- Wordpress and Drupal

Paul Gates Glasgow, AICP

PROJECT MANAGEMENT AND PLANNING EXPERIENCE

- Ascension Parish Comprehensive Plan, Ascension Parish, Louisiana
- Brentwood Comprehensive Plan, Brentwood, Tennessee
- Bowling Green Comprehensive Plan, Bowling Green, Ohio
- Caliente Master Plan, Caliente, Nevada
- Carson City Downtown Plan, Carson City, Nevada
- Carson City Unified Parkways Master Plan, Carson City, Nevada
- City of Rifle Comprehensive Plan, Rifle, Colorado
- City of Rifle East Gateway Subarea Plan, Rifle, Colorado
- Colorado City General Plan, Colorado City, Arizona
- Livingston Parish Comprehensive Master Plan, Livingston Parish, Louisiana
- Farragut 2025 Comprehensive Plan, Farragut, Tennessee
- Frederick Park, Open Space, and Trails, Frederick, Colorado
- Gateway and Regional Analysis, Sun Valley, Idaho
- Garfield County Comprehensive Plan, Garfield County, Colorado
- General Plan, Logan, Utah
- GIS-based Land Use Capability Map, and Alternative Futures Analysis, Fairbanks North Star Borough, Alaska
- Grand Junction Comprehensive Plan, Grand Junction, Colorado
- Glenwood Springs Comprehensive Plan, Glenwood Springs, Colorado
- Hildale General Plan, Hildale, Utah
- Lincoln County Community Lands Plan, Lincoln County, Nevada
- Montrose City Comprehensive Plan, Montrose, Colorado
- Montrose County Comprehensive Plan, Montrose, Colorado

- Regional Restoration Master Plan, Northeast Corridor, Denver Metro Area
- Rifle Comprehensive Plan, Rifle, Colorado
- Santa Clara General Plan, Santa Clara, Utah
- South Thornton Revitalization Study, Thornton, Colorado
- Truckee Meadow's Regional Growth Model, Washoe County Regional Transportation Commission, Nevada
- Vision Dixie (Vision Plan), Washington County, Utah
- Wadsworth Subarea Plan, Wheat Ridge, Colorado
- Parks and Recreation Plan, Washington, Utah
- Ward Transit-Oriented Development Subarea Plan, Wheat Ridge, Colorado
- Wheat Ridge Neighborhood Revitalization Study, Wheat Ridge, Colorado

HIGHLIGHTED TEACHING EXPERIENCE

- **Geographic Information Systems for Planners**, College of Architecture and Planning, University of Colorado, Denver
- **Geographic Applications for Planners**, Environmental Design, University of Colorado, Boulder
- **Geographic Applications for Planners**, Environmental Design, University of Colorado, Boulder
- **Planning Studio**, Environmental Design, University of Colorado, Boulder
- **Biodiesel Production**, University of Colorado, Boulder and Naropa University

HIGHLIGHTED TECHNICAL PUBLICATIONS

- Contributor Dixon, Ann M. 2007. Drawing the Big Picture: Moving Toward Regional Thinking Through Cumulative Impact Assessment, Truckee Meadows Regional Planning Agency..
- Muller, Brian and Paul Glasgow. 2004. Patterns of Population Growth in Forested Counties of Colorado. Colorado State Forest Service, Denver, CO.

Paul Gates Glasgow, AICP

HIGHLIGHTED EMPLOYMENT HISTORY

Community Development Director

2017-Present

Town of Lyons, Colorado

432 5th Avenue

Lyons, Colorado 80540

Administration of land use, building codes, economic development, historic preservation, and main street program. Partnered with the sustainability coordinator to develop sustainable development programs and policies. Advising administration and elected and appointed officials on land use and transportation policies and regional planning issues. Oversaw three direct reports including, the building official, code compliance, and the main street manager.

Owner / Principal Planner

2014-Present

pggLLC

1788 Yaupon Avenue

Boulder, Colorado 80304

Business and project management; working with ambiguity, customer service; comprehensive, transportation, and recreation planning; strategic planning; private/public partnerships; zoning and development review; urban design; public, "elected", and group facilitation; conflict mediation; and report design/production. (See page one and two for more detail.)

Instructor / Professional Research Assistant

2003-Present

University of Colorado

Program in Environmental Design

314 UCB

1060 18th Street

Boulder, Colorado 80309-0314

Researched and taught: 1) state-of-the-art urban design and planning principles and analysis methods; 2) graphic design and advanced cartography software (e.g. ArcGIS Desktop, ArcGIS Online, Adobe Creative Suite, SketchUp); 3) community outreach protocols; and 4) rapid site assessment (i.e. gathering and processing qualitative and quantitative from local, regional, and national sources). Developed rapid site analysis methodology designed to quickly and accurately evaluate policy implications and urban design. Designed methodology and protocol for engaging public and encouraging citizen's science. Created online tools to

support policy and collaborative planning, tools included: GIS data browsing; market-based growth-simulations; user scenario generation; and cumulative impact assessment. Developed sustainability metrics and indicators. Worked with municipal and agency partnerships to analyze state-wide risk for the National Center for Atmospheric Research Wildfire Collaboratory and designed risk and growth models to help evaluate hazard based policies in conjunction with Environment Colorado.

Project Manager / Senior Planner

MIG / Winston

2005-2014

518 17th Street, Suite 630

Denver, CO 80202

Business Management: tracking potential projects; customer service; assembling multidisciplinary consultant teams and preparing proposals (approach, scope, and budget); working with ambiguity; agile project design and testing; and preparing presentations and participating in interviews and contract negotiations.

Project management: orchestrating multidisciplinary teams; working with ambiguity; critical path analysis and scheduling; budget and scope reporting; developing communication protocols; project branding; and report design/production.

Facilitation: community, team, and client facilitation; public presentations designed to both present and collect information; conflict mediation; online engagement; press and social media relations; and meeting facilitation (team, stakeholder, public official); and detailed graphic design. (See page one and two for planning experience)

Director

2002-2006

CU Biodiesel

University of Colorado, Boulder

Lead a successful marketing campaign that increased student fees to expand the university recycling efforts and reduce reliance on fossil fuels. Created the largest student organized alternative fuel program. Generated a three-million-dollar fund used to: 1) build a prototype biodiesel reactor; 2) advocate production (i.e. lectures, articles, a 400 person Biodiesel conference, and developed STEM curriculum tied to local curriculum standards); 3) schedule oil collection, biodiesel production, and fueling cycle for university's diesel fleet; and 4) sending a student team to construct a biodiesel processor in Gaviotas, Colombia.

JENNIFER PHELAN. AICP

PROFESSIONAL EXPERIENCE

City of Aspen, Aspen, CO

Interim Community Development Director
Deputy Planning Director
Senior Long Range Planner

Intermittent, 2016 & 2019

9/07 – Present

4/05 – 9/07

A planner for a premier resort community that faces cutting edge issues due to the unique economics and development pressures of the area. A seasoned staff member with long range planning, current planning, and management experience. Duties and accomplishments include:

- Management of current planning functions, inclusive of scheduling of land use cases before boards, assigning cases to planners based on skill set and case complexity, and liaison to the Planning and Zoning Commission and Council by providing support to planners presenting before boards.
- Guide enforcement issues with staff when an issue has the potential to become highly unpleasant.
- Supervise and mentor up to seven direct reports. Check-in weekly with reports to discuss caseload, projects, and general or specific questions. Provide timely annual reviews and help with goal development.
- Regularly meet with other city staff to collaborate on building permit operations and develop policy for standard protocol in the submission, review, issuance, inspection, and occupancy of a construction project.
- Lead in hiring of staff that directly report to the Deputy Planning Director inclusive of developing job descriptions, interview questions, organizing panel interviews, confirming references, and negotiating hiring salaries.
- Shepherded code amendments adopted by the City Council, related to a development moratorium, through a yearlong review process. Assisted in developing and providing a package of changes to the city's land use code encompassing commercial design standards, changes to the growth management quota system, lodging, commercial, and multi-family zone districts.
- Updated the city's impact fees. Responsible for writing the RFP for the project, led the interview process, oversaw the consultant, managed the budget, worked with other city departments and districts (school and fire) to develop updated and new impact fees, and led presentations before the Planning and Zoning Commission and City Council on the project.
- Case planner for a variety of current land use applications that are reviewed by both the Planning and Zoning Commission and the City Council. Duties related to the different applications include: being the city liaison to the applicant, evaluating whether an application meets the adopted review criteria, write staff reports, and provision of a professional recommendation to the review body. As the Deputy Planning Director, I am expected to handle complex or potentially high profile cases.
- Rotate as "Planner of the Day" by fielding land use questions for walk-in, email, or telephone customers.

JENNIFER PHELAN, AICP

City of Salida, Salida, CO

City Planner

8/99 – 4/05

The first professional planner hired by a rapidly growing mountain community. Oversaw all aspects of planning and development within the city and acted as a liaison to the public and other governmental agencies. Duties and accomplishments include:

- Processed all development applications for annexation, appeals, certificates of appropriateness, conditional uses, historic designation of a site, structure or district, map or text amendments, subdivision, variances, and zoning compliance.
- Instituted an inter-departmental (Fire, Planning, Police and Public Works) review for multi-family, commercial and industrial development.
- Recommended, and City Council adopted, an ordinance requiring city inter-departmental sign-off before a certificate of occupancy is issued to ensure city code compliance. Created forms for different types of development applications and informational handouts.
- Developed, and City Council adopted, a new land use code to update the city's development regulations. Land use regulations were last comprehensively updated in 1983. New standards include: different types of subdivision review, overlay zones, improvement standards, landscaping and illumination standards, historic preservation, big box standards, and sign standards.
- Instituted construction standards for the city. Jointly applied for and received grants from the Colorado Department of Local Affairs and the U.S. Forest Service to develop improvement plans within the city's commercial highway corridors.
- Oversaw the creation and adoption of the comprehensive plan (2000) for the city by contracted consultants.
- Directed the establishment of the Historic Preservation Commission. Developed design guidelines to aid property owners and builders in renovation and new construction in the downtown historic district. Applied for and received Certified Local Government (CLG) status. Applied for, received, and managed a grant from the Colorado Historical Society to conduct a survey of 135 buildings in the downtown and conduct a 'windshield' survey of the city. Applied for and received a CLG grant to conduct a lecture series focusing on rehabilitation of commercial downtown structures and to conduct an intensive survey of residential properties. Recommended, and City Council adopted, the Uniform Code for Building Conservation.
- Spearheaded the development of a new logo for the city.

EDUCATION

University of Massachusetts, Amherst, MA

2/2000

Master of Regional Planning

Concentration: Economic Development and Community Planning

- Thesis Topic: Using Transfer of Development Right Programs to Control Growth in Gateway Communities

University of Colorado, Boulder, CO

5/1994

Bachelor of Science in Environmental Design

- Concentration Architecture

Matthew "Selby" Selby

Experience: Town of Acton, MA

Land Use and Economic Development Director (2016-present)

Reporting to the Town Manager, direct Department with a total budget of \$2.5 million consolidating Building, Health, Natural Resources and Planning divisions. Integrated Department by developing procedures, cross-training for improved customer service, team building and providing staff development. Work directly with the Economic Development Committee, Acton 2020 Committee, 348-364 Main Street Master Planning Committee and 53 River Street Master Planning Committee.

- Negotiated Tax Increment Financing agreement with Insulet Corporation to acquire 100 Nagog Park Drive and construct a 600,000 sf combined global HQ and US manufacturing facility bringing 1,000 new jobs to Acton. Brought TIF and associated zoning change to Town Meeting with 97% approval.
- Created the Acton Area Manufacturing Collaborative to connect manufacturing employers with workforce investment boards, educational partners and social service organizations to create a pipeline of manufacturing employees.
- Managed acquisition of 53 River Street, a 7-acre former industrial property, from concept to close. Driving master planning process for dam removal, ecological restoration and riverside park.
- Worked with committee, consultants and community to determine best use for a 4.5 acre parcel of land acquired through a court settlement. Hosted community forums and managed RFI process which resulted in disposition to Housing Authority for development of 31-unit 100% affordable housing project for seniors and disabled persons.

Town of Ashland, MA

Director of Community Development & Health (2009-2016)

Reporting to the Town Manager, directed department integrating Building, Conservation, Economic Development, Health, Planning and Zoning functions for this town of 16,000. Managed and motivated a team of professional and administrative staff with an emphasis on providing superior customer service to the public. Worked closely with appointed and elected volunteer boards, including the Board of Health, Conservation Commission, Design Review Board, Planning Board, Redevelopment Authority, and Zoning Board of Appeals.

- Spearheaded efforts to make Ashland a state-designated Green Community and managed renewable energy and energy efficiency projects.
- Managed a variety of infrastructure projects including \$1.5m landfill repair and solar installation, Route 126 highway improvements, and Main Street traffic signal upgrades

Town of Ashland, MA

Economic Development Coordinator (2008-2009)

Led economic development and planning efforts for the Town. Served as main point of contact for prospective businesses looking to expand/locate/develop in Town and guided applicants through an expedited permitting process.

- Researched, wrote and administered grants, including \$1.1 million in state and federal grants for engineering related to two at-grade crossings of a major interstate railroad; economic development grants for expedited permitting, strategic planning and a business guide; and renewable energy grants.
- Worked closely with the Ashland Redevelopment Authority, outside consultants and the general public on the creation and implementation economic development plan and urban renewal plan.

Town of Ashland, MA***Conservation Agent/Zoning Enforcement Officer (2005-2009)***

Served as agent for the Ashland Conservation Commission and environmental expert for the Town. Reviewed construction projects for potential impacts on wetlands and waterways and consistency with local, state and federal environmental regulations. Advised Town officials, boards and other department heads on environmental issues. Reviewed projects for compliance with the Town's zoning bylaw.

- Permitted (environmental, planning and zoning) nearly 1,000 housing units while also preserving 200 acres of land as open space.
- Obtained \$500,000 state LAND grant for the acquisition of 117 acres of conservation land.
- Spearheaded federal stormwater compliance program and worked with DPW staff and consultants on implementation and reporting.
- Resolved issues related to 2010 and 2014 FEMA flood maps.

Public Relations Professional (1994-2005)

Developed and executed public relations initiatives for agencies in the US and UK; provided strategic and tactical direction benefitting The Trustees of Reservations, Netscape Communications, Forrester Research and Cisco Systems and others.

Education: ***Master of Public Administration***, University Colorado Denver, anticipated graduation 2021.

Certificate in Local Government Leadership, Suffolk University and the Massachusetts Municipal Association, June 2012, with honors.

Master of Science, Resource Management & Administration from the Environmental Studies & Sustainability Department of Antioch University New England, Keene, NH.

Bachelor of Arts, cum laude, English major, communications minor, from St. John's University, Collegeville, MN.

Volunteer: ***Acton TV***
Member, Board of Directors (2017-present)

Town of Ayer Finance Committee
Member (2018-present)

Middlesex West Chamber of Commerce
Member, Board of Directors (2019-present)

References: Available upon request

Education

University of Colorado, Denver (2011 - 2013)

Earned a Master of Science in Land Use and Environmental Planning. Course work included urban planning and design, master planning, planning law, water law, public policy, natural resource management, public health, ecology, conflict mitigation, and public participation.

University of Missouri, Columbia (2003 - 2006)

Earned a Bachelor of Arts, majoring in Philosophy and minoring in English.

Work Experience

City of Aspen, Colorado (2016 - Present)

Serving in a management role as Principal Long-Range Planner supporting a team of two direct reports and an intern, managing policy, regulatory, and public engagement projects and work flow. Department lead on land use code amendments (including budgeting, contracting and consultant management), public engagement, City and regional policy initiatives, annexations and master planning, inter-departmental and inter-governmental projects, and land use cases. Support the Director in annual work plan and budget development, Goal and Outcome achievement, Council goal setting, policy development, departmental work flow, strategic planning, and human resources management. Leadership Academy graduate (2017) and mentor (2018, 2019). Black Diamond Award recipient (2017).

City of Durango, Colorado (2014 - 2016)

Served as Planner II focused on land use planning, customer service, design review, urban design, City and departmental policy initiatives, legislative coordination, administrative process improvement, code enforcement, and public engagement. Departmental intern manager. Developed the Durango Affordable Housing Plan. Assisted the Director in budgeting and inter-departmental projects. Sustainability Task Force member. City Uranium Mill Tailings Remediation Act and public health coordinator.

Fort Lewis College (Durango, CO) and Western State College (Gunnison, CO) 2014 - 2016

Lecturer in Environmental Studies, Environmental Planning and Design, and Senior Capstone Advisor. Managed courses of 15 to 20 Senior students in sustainability policy and regulation, environmental planning, research methods, writing, project budgeting, graphic design, and public speaking.

Town of Crested Butte, Colorado (2007 - 2011)

Progressive development as Building and Zoning Department Administrator and Sustainability Coordinator engaged in land use planning, customer service, design review, historic preservation, permitting, code enforcement, public engagement and meeting management, affordable housing, and administrative process improvement. Managed sustainability policy development, program implementation, and regional coordination. Community Sustainability Plan author.

Personal & Professional Affiliations

American Institute of Certified Planners - American Planning Association, Colorado Chapter (2011 - Present)

Conservation Leadership Council Member - Wilderness Workshop, Carbondale, CO (2016 - Present)

Board Member - Aspen International Mountains Foundation, Aspen, CO (2016 - Present)

Board President - Sustainability Alliance of Southwest Colorado, Durango, CO (2013 - 2016)

Board Member - Office for Resource Efficiency, Gunnison, CO (2008 - 2011)

Eagle Scout - Troop 237, Orinda, CA (1998)