

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

N/A

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

N/A

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

N/A

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

N/A

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

N/A

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

N/A

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I support transitioning delivery of services away from downtown as called for in the Clutch Report, but wouldn't eliminate all services wholesale.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

N/A

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

N/A

What are your top three proposals for strengthening Boulder's economy?

Reducing regulations and easing permitting Implementing zoning changes to allow for more housing (to support the workforce) and dense mixed use development Reducing commercial vacancy rates, especially downtown

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N/A

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

This question impossible for me to answer yes to (although I want to) - It's not purely the number of units but the unit mix. So YES - and it needs to meet the needs of a mix that supports our needs.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

N/A

What are your top three proposals for strengthening Boulder's economy?

Permitting times to 30-days or auto-approved on a number of permitting categories, Parks are for Kids - we must make downtown accessible and inviting, free two-hour parking and fee reductions with reinvestment bring back the DDA in a shape and process we can put on the ballot and pass.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

My answer is straightforward: if I had been serving on Council, I would have voted to move the proposal forward to a public vote of the District's voters. My reasoning is that Council was on record supporting both the concept and the process, including encouraging the hiring of consultants to help shape the ballot proposal. That earlier support did not obligate Council to approve the final proposal, but I believe it did create a responsibility for Council members to remain engaged and informed, raise concerns as they emerged, and help address them as the proposal moved toward the August Council meeting. That does not mean I would have assumed the proposal was perfect or supported every aspect of it. I would have used Council briefings to raise important questions early and directly. In particular, I would have identified the Library District as a primary stakeholder and expected it to be meaningfully involved. I also would have sought clarity about the financial structure, including how existing dedicated funding would be treated within the proposed district. In my capacity as a Library District Trustee, I attended and addressed Council at its August 6 meeting, encouraging meaningful Library District engagement as the process moved forward. I also would not have waited until opposition began surfacing to engage on these issues. If significant concerns had emerged among Council members during the process, I would have advocated for additional time, if necessary, to allow the parties to address those concerns and work toward a stronger proposal. Ultimately, I believe Council's responsibility was to remain engaged throughout the process, identify and address significant issues as they arose, and then make a decision based on the proposal before it. Having supported the process that brought the proposal to Council, I would have voted to put the question before the District's voters and allowed them to make the final decision.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

Public safety is a fundamental responsibility of city government. Businesses, residents, employees and visitors should feel safe in our commercial districts, neighborhoods, places of worship and public spaces. I also support the philosophy behind Reimagine Policing: prevention, problem-solving, community relationships, de-escalation and using behavioral health and other responses when an armed police officer is to the appropriate response. Importantly, the plan itself recognizes that effective problem-solving requires adequate staffing. I support the recruitment and retention of personnel

necessary to carry out the plan -- respond promptly to crime while giving officers the capacity to spend more time preventing problems rather than simply moving from call to call. I would measure success not simply by the number of officers authorized, but by response capability, crime reduction, community trust, accountability, and whether the department is achieving the outcomes promised in the plan.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I would have voted to keep the tipped minimum wage as is. My rationale: Boulder has already established a schedule that I support - a multi-year minimum wage schedule, including the scheduled increase and subsequent inflation adjustments. I favor predictable, evidence-based increases that improve workers' living standards while giving employers a reasonable ability to plan. Working with neighboring cities is important part of this process because regional coordination can reduce the competitive concern small businesses raise.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

The airport is an important community asset that supports aviation-related businesses, scientific and educational activities, emergency response and economic activity. Given the Council's decision to maintain the airport into the indefinite future, I believe it is fiscally responsible to make use of the available FAA funding for necessary maintenance and improvements rather than shifting those costs unnecessarily to local taxpayers. I would also expect the City to continue working with surrounding neighborhoods on noise, safety and environmental concerns. Supporting the airport does not mean ignoring legitimate impacts on its neighbors.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

I would like to see a much stronger focus on helping local, independent small businesses get established, navigate City processes and receive timely approvals. If there is an opportunity to prioritize or fast-track applications, I would start with our small businesses. For a small business, time and uncertainty can be particularly costly, and City processes should help good projects move forward rather than create unnecessary barriers. I also believe this is a timely opportunity to undertake a thoughtful review and rewrite of Title 9 so that our land use regulations better support implementation of the recently adopted Comprehensive Plan. I approach that work with some caution, however. Title 9 has been layered with changes over many decades, and understanding

why particular provisions were adopted — and how they interact—is important. For that reason, I believe existing City staff should be deeply involved in the review rather than turning the work over primarily to outside consultants. We need to retain the institutional knowledge that exists within the organization while bringing the code up to date and making it clearer and more workable. Finally, the process should be carefully scheduled and structured so that undertaking a major code rewrite does not delay current applications or disrupt established review schedules. We should be able to modernize our regulations while continuing to serve the businesses, property owners and applicants who are already navigating the system.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

My opposition is not based on a belief that Boulder doesn't have significant capital needs. Our recreation, fire, public safety and municipal facilities require investment, and some of the projects identified in this measure may be necessary and worthwhile. My concern is with the size of the authorization and the process by which the package was developed. Asking voters to authorize up to \$400 million in debt, with a maximum repayment cost of \$650 million, requires an exceptional level of transparency, prioritization and community participation. I have staffed five significant bond-oversight processes—three for the City of Boulder and two for major Denver Public Schools bond programs. I have also served on BVSD bond-oversight committees. From that experience, I know and appreciate the value of engaging stakeholders and taxpayers at the front end of a process. Residents should have a meaningful role in evaluating proposed projects, understanding realistic project-by-project costs and alternatives, and helping establish priorities. Boulder has used more participatory capital-planning processes in the past, and I believe a major investment program of this magnitude deserves that level of public engagement. I would support returning with a more transparent, prioritized and publicly developed capital plan. Saying no to this particular bond proposal does not mean saying no to investing in Boulder's infrastructure. It means getting the process and the plan right before asking taxpayers to make such a substantial, long-term commitment.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

As a community volunteer, I have worked on issues of homelessness for decades, including service on boards and with organizations addressing homelessness, housing and human services. That experience has reinforced for me that compassion, accountability and maintaining a healthy business environment are not competing goals. Boulder needs to do all three. I supported the City's recent effort to take a more comprehensive look at its homelessness policies, and I believe the concerns of our business community must be part of that work. Businesses, parents of students in neighborhood schools, and residents in our central areas, particularly downtown, should not be expected to shoulder a disproportionate share of the impacts of a community-wide and regional problem. I support clear and consistent enforcement of the ban on rough sleeping in public spaces, coupled with effective outreach and access to appropriate services. Current strategies are increasingly focused on sustainable exits from homelessness, rather than long-term reliance on services. Improved coordination among the City, Boulder County and our primary facility for shelter and programs, All Roads, is an important part of that approach. All Roads has restructured its programming at its facility and expanded its portfolio of services with a focus on exits to housing; and we are fortunate to have its leadership helping address this major community concern. I also support moving the delivery of homelessness services out of public parks and into appropriate service locations. Parks should remain available for their intended public purposes. Meal-service providers have also developed more coordinated approaches that better serve people in need while reducing impacts on public spaces. I support prioritizing local resources for people who have ties to Boulder and our community, while recognizing that homelessness is a regional issue requiring strong coordination with Boulder County and neighboring communities. After decades of involvement with these issues, I have learned that neither enforcement alone nor services alone will solve homelessness. The coordinated efforts of the City, County, religious institutions and other community partners are creating a system increasingly focused on housing and sustainable exits from homelessness. We need both clear expectations and effective pathways out of homelessness. I will continue to ask whether our investments are producing measurable results: fewer people living unsheltered, more people successfully moving into stable housing, fewer people becoming homeless in the first place, and safer, more welcoming public spaces and business centers.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

I support pursuing additional housing, particularly housing attainable to Boulder's workforce, but I would not commit in advance to 10,700 units as an absolute numerical requirement. I understand the analysis behind that target and agree with the underlying concern. Boulder is losing economic and demographic diversity when teachers, public employees, service workers, young professionals and families cannot afford to live in the community where they work. I would aggressively pursue additional housing through appropriate infill, redevelopment, mixed use projects, permanently affordable housing and middle-income workforce housing. But I would evaluate progress based not simply on the number of units permitted or constructed, but on whether we are actually improving affordability and housing opportunities while considering infrastructure, transportation, water, neighborhood impacts and City's financial capacity. The 10,700-unit estimate is valuable as a planning benchmark. I would not treat it as a guarantee that reaching one number will, by itself, prevent housing prices from increasing.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

I believe sustaining a strong economy and creating opportunities for job growth are essential to Boulder's future. But I would answer this question somewhat differently today than I would have in 2019 because our economic circumstances have changed significantly. Boulder is navigating a period of significant transition. Businesses are confronting high operating and housing costs, workforce shortages, commercial vacancies, changing consumer patterns, and uncertainty surrounding federal research funding. At the same time, new opportunities and emerging sectors — including Sundance and the broader creative economy — give us a chance to diversify and strengthen our economic base. Our goal should be sustainable economic growth, not growth simply for its own sake. We should retain and support the employers and research institutions already here, attract businesses that complement Boulder's strengths, help locally owned and small businesses succeed, and create pathways for workers and entrepreneurs to participate in our prosperity. In Boulder's current environment, business retention may be just as important as business recruitment. The Sundance Film Festival is a good example of how we can approach economic development strategically. I have been working to ensure that Boulder businesses and our Latino community are prepared to participate before the festival arrives, rather than discovering opportunities only afterward. I am also working to build relationships with national Latino film and creative communities that could generate business, cultural, and employment opportunities beyond the festival itself. My experience as a Library Trustee has reinforced for me that economic development and fiscal responsibility must

go hand in hand. Responsible leadership requires us to make difficult decisions, plan for long-term needs, and ensure that public investments strengthen both the community and the City's fiscal health. For me, economic development is not measured simply by the number of new jobs created. It should be measured by whether businesses can succeed, workers can find meaningful opportunities, entrepreneurs can grow, and economic activity strengthens Boulder's long-term resilience and prosperity. I want Boulder to remain an innovative economy while becoming a more resilient, inclusive, and broadly prosperous one. We should absolutely pursue job growth — but we should be intentional about what kinds of jobs we create, who benefits from them, and whether that growth is sustainable.

What are your top three proposals for strengthening Boulder's economy?

Proposal #1 - Retain: Protect and strengthen the economic base that Boulder already has I would make business retention an explicit economic development priority. Boulder should regularly engage existing employers, from federal laboratories, research institutions and major employers to restaurants, retailers and locally owned businesses, to identify barriers before businesses decide to leave, contract or relocate. I would support a more coordinated business-retention strategy involving the City, Chamber, CU, federal laboratories and economic-development partners, with particular attention to commercial vacancies, workforce needs and the uncertainty surrounding federal research funding. The least expensive business to attract to Boulder is often the successful business that is already here.

Proposal #2 - Enable: Make Boulder easier to do business in

Second, I would make City government a better partner in economic activity. That means examining permitting, licensing, development review and other regulatory processes for unnecessary delay, duplication and unpredictability while maintaining the environmental, safety and community standards Boulder values. Small businesses are particularly affected by complicated processes because they often do not have attorneys, consultants or large administrative staffs to navigate City Hall. I would like to establish clearer timelines, better coordination among departments and a more effective single point of assistance for businesses.

Proposal #3 - Broaden: Build an Economy in which more people can participate I would broaden participation in Boulder's economy by connecting workforce development, middle-income housing and small-business entrepreneurship. Employers cannot recruit and retain workers if those workers cannot afford to live reasonably near their jobs. At the same time, economic development should create pathways for people who have

historically been left outside some of Boulder's most successful industries. I would strengthen partnerships among employers, CU and other educational institutions, apprenticeship and workforce programs, and community organizations to prepare residents for opportunities in technology, skilled trades, clean energy, healthcare and the creative economy. I would also continue pursuing practical middle-income and workforce-housing strategies so that more of the people who work in Boulder have a realistic opportunity to live here. Sundance gives us an immediate opportunity to test this approach by connecting local businesses, workers, entrepreneurs and creative professionals with a new economic sector that can remain valuable long after the Festival ends.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

My no answer is not due to the goals of the DDA. The mission and goals of the DDA are thoughtful and needed. The lack of coordination within the community/impacted agencies would have been the reason I would have voted no at the time of the vote. With better clarity and communication, I believe the DDA will succeed in the future.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

I support the implementation of Boulder's Reimagine Policing Plan, including fully staffing the Police Department to provide a greater commercial-area presence and deliver effective crime prevention. The Policing Plan should include regularly measured outcomes and, over time, be updated to maximize its effectiveness.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

Increasing costs for business owners require them to either raise prices, reduce staff, lower other costs or generate higher sales volume. Restaurant margins are already very low, and higher costs would likely lead to more closures, with a net impact of fewer jobs.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

The Boulder airport is an important asset, not only providing infrastructure for public safety and emergency response, but also serving as an important component of our infrastructure that supports jobs, business activity, and innovation. I support the continued operation of the airport and the acceptance of FAA funding.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

Boulder's land-use code should be clearer, more predictable, and easier for residents, small businesses, applicants, and staff to navigate. I support modernizing Title 9 to meet these goals.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

I support maintaining safe, functional public facilities and addressing legitimate deferred maintenance. I am opposed to Ordinance 8758 in its current form because it would authorize up to \$400 million in new debt, with repayment potentially reaching \$650 million, without sufficient project-level scope, cost certainty, prioritization, and accountability protections. Before asking residents to take on Boulder's largest tax increase ever, Council should provide a transparent, independently reviewed project list that distinguishes urgent life-safety needs from desirable improvements; shows the full cost of each project, including financing and future operating costs; compares renovation, replacement, phased construction, and lower-cost alternatives.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I support all three policies, which were all part of the 2025 update to our homelessness strategy. The latest metrics, provided by the City, show a multi- year improvement across many metrics. Our current plan is delivering a good balance of supportive services with compassion and enforcement as needed.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Before committing to a specific number, we should consider the impact on the built environment/existing infrastructure and balance new housing units with the capacity for growth across the city. The DRCOG data (https://drcog.shinyapps.io/denver_regional_housing_need/#section-local- needs) used in the updated BVCP estimate for inside the city limits was an addition of 9,504 units by 2050. Regardless of the exact number, the greatest need is for people at or below 100% AMI. As city properties become available following the Alpine-Balsam transition, Boulder should partner with mission-driven affordable-housing providers through long-term ground leases. This community-land-trust approach separates the cost of land from the cost of the home, protects the public's investment, and can preserve affordability for future residents rather than allowing subsidies to disappear after a

limited compliance period. This focus on delivering a high percentage (if not 100%) of new units as permanently affordable would help us advance to our target of 25% faster. Burlington's Champlain Housing Trust provides a useful model: it has built and stewarded permanently affordable rentals, shared-equity homes, and cooperative housing by retaining community control of land and resale affordability.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

See below

What are your top three proposals for strengthening Boulder's economy?

- 1) Make it easier to start, expand, and operate a business. This aligns with my goals to reduce the complexity of our current permitting process. Establishing a process, especially for small businesses, to use a single portal would be a solid start. Service/approval delivery times would need to be commercial in nature and not be a reason not to open a storefront in Boulder.
- 2) Reduce vacant space. Success begets success, and filling empty storefronts will attract more foot traffic, which benefits nearby stores as well. We should analyze what services/merchants are most desired by residents, local employees, and visitors and make a concerted effort to attract them to Boulder. For most of Boulder's history, we have had demand that exceeded supply and now need to recognize that we are competing with nearby towns as a desirable place to open a new storefront. We are in a competitive market and should work to be the location of choice for businesses that open across Boulder County, ideally for Boulder to be the location of their flagship store.
- 3) Leverage the Colorado Small Business Development Center (SBDC). Boulder can continue to improve the resources available for new and existing small businesses (at no charge) to grow and thrive.

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N/A

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

N/A

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

N/A

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N/A

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N/A

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

Use progressive income tax or move that way huge amounts could be raised

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I think a lot of the mentally ill which includes depression with major depression there going to function well

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Get more revenue coming in with progressive taxes to balance the regressive sales and property could easily 3x general fund

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

N/A

What are your top three proposals for strengthening Boulder's economy?

Fair taxation rent control 19 drinking age

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

I would have supported allowing Boulder voters to consider the creation of a Downtown Development Authority. Downtown needs to be safer, cleaner, more active, and easier for local businesses to operate in. Any DDA should have clear accountability, transparent finances, and measurable results such as occupied storefronts, local jobs, and increased downtown activity.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

Boulder needs a properly staffed Police Department capable of responding effectively to crime, repeat offenders, and serious public safety concerns. At the same time, public safety cannot become a justification for unlimited surveillance. I support adequately staffing police while maintaining strong constitutional protections and shifting behavioral-health and homelessness issues toward professionals equipped to address them.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I would not have voted against increasing the tipped minimum wage. Workers should not receive a permanently lower base wage simply because they earn tips. I support moving toward a system where tipped workers receive the same minimum-wage protections as other employees while remaining conscious of the pressures facing locally owned restaurants and small businesses.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I strongly support keeping Boulder Municipal Airport operating and accepting FAA funding necessary to maintain it. The airport supports local economic activity, scientific and aviation businesses, aerial firefighting, disaster response, and emergency coordination. It is an important part of Boulder's infrastructure and should remain operational.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

Expediting permitting and development review would be one of my top priorities. Businesses and housing projects should not spend unnecessary months navigating avoidable bureaucracy. I support significant revisions to Title IX where existing rules create unnecessary delays, while maintaining appropriate safety, environmental, and community protections.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

I do not support asking Boulder residents to authorize up to \$400 million in new debt without first establishing exactly what the money will fund. Before taking on debt of this magnitude, Boulder should conduct an independent financial and performance audit, provide project-level accounting, prioritize essential infrastructure, and demonstrate that less expensive alternatives have been seriously considered.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

Public parks, paths, downtown, and neighborhoods should remain safe and accessible to everyone. I support enforcing rules against permanent encampments and moving homelessness-service delivery out of public parks and into appropriate facilities. Enforcement must be paired with meaningful access to shelter, behavioral-health treatment, substance-use treatment, housing, and case management. I would not make a person's prior connection to Boulder the primary test for receiving emergency assistance.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Boulder needs substantially more housing, particularly housing that teachers, firefighters, service workers, young families, and other middle-income residents can realistically afford. I would pursue increased housing production while focusing on permanent affordability, middle-income ownership opportunities, family-friendly housing, infrastructure capacity, and ensuring that growth pays its fair share. Housing production should be a goal, not a blank check for growth at any cost.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

Boulder needs substantially more housing, particularly housing that teachers, firefighters, service workers, young families, and other middle-income residents can realistically afford. I would pursue increased housing production while focusing on permanent affordability, middle-income ownership opportunities, family-friendly housing, infrastructure capacity, and ensuring that growth pays its fair share. Housing production should be a goal, not a blank check for growth at any cost.

What are your top three proposals for strengthening Boulder's economy?

1. Make Boulder easier to do business in. Starting or expanding a business in Boulder should not require fighting through months of unnecessary red tape. I want to simplify permitting, speed up City approval processes, and make Boulder a place where somebody with a good idea can actually afford to take a chance on it.
2. Make downtown Boulder about people again. Empty storefronts, public safety problems, and rising costs are hurting one of the most important parts of our city. We need to support locally owned businesses, keep downtown safe and active, and judge our economic policies by whether people actually want to spend time there.
3. Keep Boulder innovation in Boulder. We have CU Boulder, federal research institutions, startups, students, scientists, and entrepreneurs all concentrated in one city. Boulder should be doing everything it reasonably can to connect those groups and make sure ideas created here have the opportunity to become businesses and jobs here.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

The feedback from the DDA taught us that we need more engagement on what is posed to be a very creative way to address the needs of Downtown Boulder.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

N/A

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I think we can be more creative than pitting business owners against their staff. That is not the reality for many small, locally owned businesses and I KNOW we can be more creative than that. We can start with bringing staff and employers together and look at the policies the City of Boulder has to assess opportunities for mutual benefit. A thriving business cannot thrive without staff willing to work for it.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I support keeping the airport open and think we can revisit the conversation in the future. While the airport may be a good idea for Boulder today, we need to ensure that we are not locking ourselves into something that could provide an opportunity to revisit and negotiate later. I disagree with the FAA that this is a settled matter.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

It should NEVER take 6 months to a year to get permits - that is absurd and is anti-small/locally owned business and favors large corporations that have the means and ability to wait it out.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

This is one area in which I have changed my mind - we owe it to the community to have more conversation about this. That is not to say that I don't think we need to do something right now; because we do. The costs of building won't improve with time. But

I am saying that we can have a more thoughtful discussion about what the city needs and work together to accomplish those goals.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I support NONE of these policies. We cannot simultaneously pay less than a livable wage then wonder why people are unhoused or make villains of them trying to survive.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

During my experience in the 15-minute neighborhoods, it was clear that the community wants mixed density, mixed use communities and I would also add that we need to ensure that we are meeting the needs of more than our middle income neighbors. We cannot lose sight of those making minimum wage and their need to have access to housing in the communities they work in a time of increased gas prices that are taxing every household.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

Boulder needs thriving businesses for economic vitality; and thriving businesses need access to capital, commercial spaces that don't create rent- burdens, committed and reliable staff and partnership from local government, and patrons alike. Its necessary that we invest in the things we care about, and that isn't just the City's job, it's also the role of those of us that support local businesses. That means housing that all staff has meaningful and economically accessible access to, being intentional about supporting businesses that pay their staff wages that allow them to continue to live in or move back to the City of Boulder, competitive job markets that promote growth and resilience, and incentives to bring Boulder businesses and workforce back into this city - spending their money with the businesses that invest in our community. We need each and every one of us to grow.

What are your top three proposals for strengthening Boulder's economy?

- Work to address systemic barriers to commercial and residential affordability.

- Increase housing options that allow for mixed-use so a building or community that houses residents also has a shop they can patronize on their way in & out of their homes.
- Set timelines that are clear for permitting.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

Supporting small businesses and filling downtown vacancies through regulatory reform and incentives are top priorities of mine. But DDA outreach came too late; the project list (the ideas floated) didn't seem related to downtown's core challenges; and I was not persuaded by the financial assumptions used to justify it. I might be open to a substantially revised DDA, but I am not open to it if it is simply a repeat of this year's process and proposal.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

I support full implementation of the Reimagine Policing Plan, including fully staffing BPD and offering competitive pay to recruit and retain qualified officers. That must go hand in hand with strong oversight, accountability, and continued investment in effective alternatives such as co-response.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

Businesses are struggling, but so are workers, and this debate unnecessarily pits them against each other. I would pursue relief from costs the city controls and support compensation models that work better for restaurants and their entire staff (including back-of-house), not balance restaurant budgets by holding down workers' wages.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I did not believe the airport needed to close anytime soon, but I would not tie up 180 acres indefinitely while subsidizing its operation. Many small airports generate revenue; ours should at least cover its costs. We could have kept it operating while preserving future options for scarce public land as aviation technology evolves.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

We have layered on requirements for decades, until we now need consultants to navigate our own code. The result unintentionally favors large institutional investors with lawyers and deep pockets over local property owners and small businesses.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

We must address deferred maintenance, but this proposal asks taxpayers to authorize far too much debt without a clear, prioritized project plan or adequate cost certainty. I would support a smaller, phased package focused first on urgent repairs, with independent oversight and clear accountability for every dollar.

Which of the following elements of Boulder’s homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I am still evaluating Policy 2, talking with stakeholders about where services would move, and working to better understand how the change would actually improve safety and outcomes.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

I would commit to pursuing the 10,700-unit goal, but success cannot be measured by unit counts alone. We need homes that actually serve Boulder’s workforce, including middle-income rentals, attainable ownership opportunities, and permanently affordable housing... not simply more luxury or investor-driven development.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

In a city that relies on sales tax revenue to fill potholes and fund basic services, a vibrant business economy is a must.

What are your top three proposals for strengthening Boulder’s economy?

1. Rewrite Title 9 and reform permitting. Make approvals faster, clearer, and more predictable so local businesses and property owners can invest.
2. Bring vacant commercial spaces back to life. Modernize use restrictions, offer targeted incentives, and encourage property owners to fill long-term vacancies.
3. Build workforce housing. Pursue the 10,700-unit goal while prioritizing middle-income rentals, attainable ownership, and permanently affordable homes.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

N/A

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

I don't know the details of the plan but I lean yes.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

My understanding is that some customers will tip less if they think the tipped minimum wage has been increased and that some tipped workers have experienced this.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

The argument I heard is that the government will determine its future and the city could be on the hook for funding if the grants run out.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

N/A

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

This is a large expenditure and I would need to know more details and so would voters

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

Homelessness is a difficult problem with no easy solutions. I do like what the city did with police officers getting to know the homeless population and offering guidance for services available for them.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Circumstances change and I want the flexibility to adjust to those changes. Hard goals based on estimates of future need is not a good policy.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

N/A

What are your top three proposals for strengthening Boulder's economy?

Make opening a business affordable but trying to address rents and simplifying the process for opening a business.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

1. Yes. I would have voted to put the creation of a Downtown Development Authority on the November ballot. (I remind all to take a look at my website which is lisaannjacobs.com which is a custom made website with a background of a drone of our beloved trees).

Boulder deserves a downtown that is vibrant, welcoming, safe, and economically strong. Our local businesses are an essential part of what makes Boulder special, and we should use every responsible, proven tool available to help them succeed. Downtown Development Authorities have been used successfully across Colorado to invest in downtown districts, strengthen local business, improve public spaces, and attract private investment.

Most importantly, I believe Boulder voters should have the final say. Putting the proposal on the November ballot would not mean asking voters to accept something without scrutiny. It would give the public the opportunity to review the plan, understand how it would work, weigh the costs and benefits, and make the decision.

I believe in giving people a choice—not making the choice for them.

As Mayor, I will fight for a stronger downtown, a healthier local economy, and a city government that works with our businesses rather than against them. And as Governor, I will bring that same practical, results-oriented approach to communities across Colorado.

Boulder can protect what makes our city unique while also embracing responsible growth, investment, and opportunity. That is the kind of leadership I intend to provide. I want Boulder to be a warm welcoming place where all feel comfortable.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

2. No.

Setting Boulder Straight: Fiscal Responsibility, Real Public Safety, and Accountable Leadership

Boulder is at a critical crossroads. As I talk with residents, business owners, and families across our city, the message is loud and clear: our taxes are way too high, our city is

facing an unacceptable budget deficit, and public safety is deteriorating when we need it most.

Families are worried about crime, local businesses are struggling, and residents are exhausted by city leadership that acts recklessly with our hard-earned dollars. At the same time, trust in our local institutions—including City Hall and the Boulder Police Department—has eroded.

1. Fiscal Sanity over Reckless Spending

We are currently operating under a severe budget deficit performance of incumbent leadership like Mayor Aaron Brockett and incumbent city counselors who are Tina Marquis, Ryan Schuchard and Tara Winer. Even Steve Pomerance has published opinions in the Daily Camera who himself is a former City Councilor that we need basically a new Mayor and new City Councilors twice recently on August 21, 2026 and on August 27, 2027. While Boulder County has had to lay off workers, and our community faces the painful prospect of school closures, current city officials and several mayoral candidates continue to push expensive special programs and unvetted pet projects.

President Donald Trump has not been giving to us the federal funding that we like to receive from 2017 to 2021 and now from 2025 until I expect the date that he is predicted to end his term which is 1/20/29. We need to conserve our funds and spend wisely as we can not expect to get the level of federal funds that we like until possibly after he ends on 1/20/29.

No New Tax Hikes: Voters have repeatedly said no to paying more taxes for extra programs. We must get back to basics: fixing our roads, improving snow-plow response times, maintaining fiscal restraint, and managing our resources responsibly.

Rejecting Status-Quo Spenders: Other candidates in this race are pushing policies that either increase taxes, protect special-interest spending, or ignore our structural deficit. True fiscal conservatism means making tough choices, cutting waste, and refusing to burden taxpayers who are already stretched to the limit.

2. A Hard Reset on Public Safety and Policing

I oppose the traditional Reimagine Policing Plan because it overlooks our immediate reality: Boulder is dealing with too much crime, response times are lagging, and the department has faced severe issues with accountability, misconduct, and inter-agency coordination.

However, we cannot accept a broken status quo either. Our approach must demand structural reform:

Higher Standards and Accountability: The current police force suffers from systemic issues, low accountability, and a disconnect from prosecutors. We need a hard reset—raising educational and professional standards, demanding thorough investigations, and ensuring seamless cooperation with county, state, and federal prosecutors so that crime victims finally get justice and emotional closure.

Prioritizing Safety First: We cannot shift focus or funding toward unproven prevention programs until we have a competent, well-trained, and fully accountable police force ensuring public safety—and only when we have secured a genuine budget surplus.

3. Transparent, Pro-Voter Leadership

Public safety and fiscal solvency are the fundamental responsibilities of local government. We don't need more ineffective bureaucracy or self-serving political agendas; we need principled, transparent leadership that respects voters, cuts wasteful spending, and puts Boulder families first.

As your Mayor, I will bring common sense back to City Hall, protect our taxpayers, demand real accountability from our institutions, and make Boulder safe, solvent, and strong again. I will disclose what monies are spent on. I will try not to go into executive sessions as they have been taking place illegally without notice. I will allow for people to put the basis for their needs on the record. I will try to support people with the limited monies that we have. I will put the basis for the approval and denial of monies on the record.

City Council can only focus on so many issues at once where we need to get this city's trash picked up to make monies via the Sun Dance Film Festival which is January 21 to 31, 2027. I ask the students who are renting on the Hill to pick up their trash. I ask you students to pick up the beer cans, the glass bottles of alcohol, the bag of trash in the street, etc. I ask you students to stop throwing your empty alcohol containers into the Hill neighborhood. I also ask the students to remove their names that they wrote on charming warm historical homes on the Hill. Chalk is not allowed in Boulder as it gets into the water supply. The city does not look clean and tidy. A city when it hosts a festival is to look clean and tidy. Also, I ask people to pick up their dog waste and dispose of it properly. Thank you for your consideration.

We needed an art theatre to have built in the past for this Sun Dance Film Festival. I ask our Boulder residents to give the parking to our paying guest tourists. We do not have enough parking. We needed underground garages built in the past. We will have over

125,000 tourists here and do not have the infrastructure to support that many people with our high density of residents here already.

I did an internet search and copied this from the internet to show you how the incumbents failed to prepare for the Sun Dance Film Festival where tons of stuff is not done.

“Preparing a City for a 125,000-Person Festival Like the Sun Dance

Hosting a festival of 125,000 attendees requires 12–18 months of coordinated planning across government, private sector, and community partners vFairs. The Sun Dance’s cultural depth means planning must also protect traditions, safety, and visitor experience.

1. Define Vision, Goals, and Budget

Set clear objectives: cultural preservation, tourism boost, economic impact, community engagement vFairs.

Budget with contingency: allocate 10–20% for weather, security, and unexpected costs vFairs+1.

Secure funding: mix ticket sales, sponsorships, vendor fees, and government grants vFairs.

2. Secure Venue and Site Plan

Choose a large, accessible site (park, fairground, or multi-site layout) with capacity for 125k+ and safe crowd flow The Ticket Fairy.

Design zones: cultural performance areas, food courts, vendor markets, rest areas, restrooms, and emergency exits The Ticket Fairy+1.

Plan utilities: potable water, waste management, power, and Wi-Fi The Ticket Fairy.

3. Permits and Legal Compliance

Obtain city, county, and state permits for large gatherings, noise, and public use eventreels.com+1.

Coordinate with law enforcement for security, traffic, and emergency response eventcortex.com.

Ensure cultural and environmental compliance (e.g., waste reduction, sacred site respect) The Ticket Fairy+1.

4. Programming and Cultural Integrity

Curate cultural programming: traditional dance, music, art, storytelling, and education eventreels.com.

Engage community elders and cultural leaders in content decisions eventreels.com.

Balance entertainment with cultural respect to preserve the Sun Dance's meaning eventreels.com.

5. Logistics and Operations

Transportation: arrange public transit, shuttles, and parking The Ticket Fairy.

Staffing: hire event staff, security, medical, and volunteers vFairs+1.

Technology: mobile ticketing, apps for maps, schedules, and info eventcortex.com.

Weather plan: tents, drainage, and contingency for extreme conditions The Ticket Fairy+1.

6. Marketing and Ticketing

Multi-channel promotion: social media, PR, email, partner outreach vFairs.

Tiered ticketing: general, premium, and cultural experience passes vFairs.

Leverage sponsors and vendors to extend reach vFairs.

7. Safety, Security, and Health

Crowd flow maps and capacity limits eventcortex.com.

Medical and first aid stations eventcortex.com.

Security screening and emergency protocols eventcortex.com.

8. Sustainability and Community Impact

Waste reduction: recycling, composting, and single-use reduction eventcortex.com.

Engage local businesses for economic benefits vFairs.

Post-event cleanup and community feedback eventcortex.com.

In practice: For the Sun Dance, this means partnering with tribal leaders, city officials, and event management firms to secure a culturally significant site, design a safe and accessible layout, and ensure the event honors its traditions while meeting the logistical demands of 125,000 visitors The Ticket Fairy+2."

I cite my source as follows which is dated today: "What should a city do in order to get ready for a festival of 125,000 people like the sun dance festival? - Search"

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

3. Yes.

If I were the tie-breaking vote, I would have voted against increasing the tipped minimum wage for 2027. I interviewed waitresses and waiters where I asked if they needed the wage increased and they did not need it increased. I am happy to report that they are in good shape without a need of anything from me as a certified candidate for Mayor or for when I possibly become Mayor. I am open and accessible to hear from more workers.

I support workers earning a fair wage, and I respect the important role that tipped employees play in Boulder's economy. But public policy also has to recognize economic reality. Our restaurants, retailers, and other small businesses are facing higher labor costs, higher rents, higher insurance costs, and rising costs across the board. Many tipped workers already earn substantially more than the base hourly wage because of tips.

When a business is struggling to absorb higher costs, another mandated increase can mean higher prices for customers, fewer hours for employees, reduced staffing, or, in some cases, the decision to close. That is not a result I want for Boulder.

I believe we should give local businesses some breathing room rather than continually adding new costs without fully considering the cumulative impact.

As Mayor, I would work to create a business environment where employers can succeed, workers can earn good incomes, and consumers are not continually asked to absorb higher prices. We can support working people without ignoring the economic realities facing the small businesses that employ them.

Our business owners have had their needs unmet by the incumbents. The incumbents have not been communicating what monies are spent on to our business owners. The incumbents have been not communicating with our business owners. An owner called and wrote letters repeatedly to be ignored. A Mayor should answer, yes, no or try again when we have more monies. We have needed an art theatre for the Sun Dance Film Festival and have not gotten it yet. Our business owners go to bed at night anxious, worrying, and hoping that they will make enough monies to pay their rent. In order to make the most monies that we can at the Sun Dance Film, then we need to support our businesses especially those in our festival areas.

Our sales tax breaks down as follows: State: 2.9%, Boulder County: 1.335% (jumped from 1.185% on January 1, 2026), City of Boulder: 3.86% and Special Districts: 1.1%. Our food service tax is 4.01 %. Our roads and sidewalks are not even fixed for pedestrians to walk to our restaurants. We need to fix our roads and the sidewalks.

I believe Boulder needs a more balanced and sustainable approach to supporting both workers and the businesses that employ them.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

4. Yes. Boulder has been going after our airport, our parks and recreation areas in order to make more new affordable housing when our older housing has code violations that need to be fixed. Our affordable housing is mismanaged also. The views from the airport are spectacular of the mountains where even if that land were to be developed eventually then affordable housing would not be the best highest use of that land. That land has views which should be preserved for all to enjoy if the airport were to be developed eventually like into a park. The incumbents and Teresa Tate Esq. having gone after the airport was entirely and completely inappropriate to build affordable housing there. Teresa Tate Esq. is hired help. She was not and is not supposed to dictate what we do. She is only our city attorney. We decide what we want when we want how we want. We need a new city attorney and new city manager who do not push their personal preferences onto us. We all care about our parks and recreation land where our city attorney and city manager should not be annoying us by trying to take away the land that we choose to enjoy and protect.

The airport is getting grant monies from the FAA for the next 10 years so that the airport supporters have claimed that the airport cannot be developed for the next 10 years. The wealthy and middle class voters of Boulder have asked me not to go against their legal interests where private plane owners did not want the airport closed. I am expecting to get possibly over about 50% of the vote from the wealthy. It was the wealthy, some middle class, some affordable tenants who won the airport being preserved. My wealthy constituents are committed to helping the homeless and not the middle class. My affordable tenants are committed to helping the homeless and the affordable tenants. My homeless voters are committed to voting for me as I will help them. There is not enough monies to help all. We have federal funding reductions until and perhaps even longer than when President Donald Trump leaves office in 2029. The affordable tenants have argued that there are so many more people who are in need of monies rather than the middle class like the affordable tenants and homeless. If the wealthy voters, the affordable tenants and the homeless voters come through then I

should be your next new Mayor. I am not supporting new middle class housing. I am also not supporting more new affordable housing. Boulder needs to fix or tear down the older apartment complexes with code violations that include but are not limited to the following:

Tantra Lake is at 1000 W. Moorhead Cir. Boulder 80305 which is 185 units of apartments on 24 acres. It is located in Martin Acres or Tantra Lake area.

Northpoint is at 1133 Portland Pl Boulder CO 80304 which is affordable apartments for seniors over 55 years old in the Mapleton Hill area.

The older affordable buildings need to be fixed or torn down with new buildings before more new housing is built.

Our homeless and affordable tenants are starving. We have homeless who are wasting away with given malnutrition. See this medical article: Gelberg L, Stein JA, Neumann CG. Determinants of undernutrition among homeless adults. Public Health Rep. 1995 Jul-Aug;110(4):448-54. PMID: 7638332; PMCID: PMC1382154. I am asking our good Samaritans to give protein as the muscle mass of our homeless has been breaking down. I try to get 60 grams of protein a day as a woman where I try for 20 grams of protein at the 3 meals. If our good Samaritans gave the granola bars with 20 or 30 grams of protein rather than just carbohydrate that would be appreciated.

The Spruce St. neighborhood is against the closing of their pool. I am against the closing of the Spruce St. pool. I am fighting to keep open all our pools. If the pools are converted to affordable housing then they may be filled with criminals who will do crimes in our established neighborhoods, and be nuisances with noise nuisances, smoking nuisances, etc. Our pools give our communities great places for recreation, socialization and are outstanding neighbors in our established neighborhoods. The placement of affordable tenants with criminal convictions that come from prison to the shelter to an affordable apartment is established where for example they may continue to do illegal drug use to annoy our established neighborhood residents who do not want illegal drugs on our streets or being dealt to their children laced with poison to cause our kids to overdose on illegal drugs. Our pools for all to enjoy and recreate in. They are a breath of fresh air with trees that produce oxygen and have tables for picnics. When the Spruce St. pool is closed at night it is a quiet outstanding neighbor which is not a nuisance to any home owner or tenant in the Spruce St. neighborhood.

I claim that the intent is to use our park and recreation areas for affordable housing. We have too many people here. We have older affordable housing that is run down,

outdated, and in disrepair like at Tantra Lake, Northpoint, etc. We need to fix our older housing in order to avoid paying out law suits.

Jeremy Durham Esq. is the Executive Director of Boulder Housing Partners has led to increase affordable housing units from 1100 to 2100. Mr. Durham and incumbents love to build newer better more expensive housing at the expense of our health. We have too many people living here where affordable tenants given their issues require 24 hour 7 day a week supervision from police. A police officer can make around \$150,000 where we cannot afford to pay police to supervise affordable housing complexes 24 hours 7 days a week. Affordable housing is no longer affordable to be able to be built where we are not getting our usual federal funding.

I have learned that affordable tenants put complaint into the Colorado Civil Rights Division where the state of Colorado can assign an attorney for free to sue city of Boulder as a landlord of Boulder Housing Partners. Boulder Housing Partners is not managing the affordable housing properly where the communities are unsafe with illegal drug use, smoking, code violations, discrimination, retaliation, etc.. Even the Colorado Attorney General staff advised that Boulder needs to be sued.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

5. Yes. I would make expediting development review and permitting one of my top three priorities on City Council, including a significant revision—and, if necessary, a wholesale rewriting—of Title IX.

Other cities have workers who can process paperwork quickly. With my background in preventive medicine occupational medicine then the workers need to be fit to do their jobs. Unfit workers need to be fired and replaced with fit workers. If fit workers can process the paperwork efficiently then Title IX should not need to be re-written. I have a track record of filing complaints where Boulder businesses have fired their workers based on my observations, photos and videos with new workers hired for work to be done better. Other candidates want to give deadlines for work to be performed by.

Boulder cannot seriously address housing affordability, support local businesses, or attract new investment if it takes too long and costs too much to get projects approved. Every unnecessary delay adds uncertainty and expense. Those costs ultimately get passed on to renters, homebuyers, businesses, and consumers.

I believe Boulder should have a permitting system that is predictable, timely, transparent, and accountable. Applicants should know what is required, how long the process should take, and who is responsible for making decisions. Projects that meet

clear, reasonable standards should not be trapped in an unnecessarily complicated or open-ended process.

That does not mean eliminating thoughtful planning, environmental protections, or meaningful public input. It means making the system work better. We can protect what makes Boulder special while removing unnecessary bureaucracy and duplication.

If Title IX is standing in the way of responsible housing, economic development, and timely investment, then we should change it. If it needs to be rewritten, I am prepared to do that.

The workers are too slow. I would propose firing the worst performing workers, keeping the better ones, and hiring new better workers. Boulder cannot make employees who choose not to work efficiently to work more efficiently. My division at Columbia University School of Public Health included occupational medicine and environmental health sciences. Workers need to be fit to do their jobs. If they are too slow then they are not fit to do their jobs. Even the press indicated that Boulder needs new people on the City Council. We also need new better different quicker workers. I have been very effective at firing employees to hire fit employees who actually are able to do the jobs better and more quickly repeatedly. I fix problems. I have reduced fire risk of 3 buildings burning in Boulder by having code repairs done. I have gotten trash picked up that was not picked up for 2 years by a valley trash service. I have gotten wasp nests that were not being removed from homes removed by getting workers. Workers who are not physically fit to perform job duties cannot do their jobs.

Our incumbent Mayor Aaron Brockett and City Councilors Taishya Adams, Tina Marquis, Ryan Schuchard and Tara Winer were not fit to do their jobs because we have a budget deficit. I spoke with Elise Jones. My take was that her take is that just because you know somebody or have seen them working for the city of Boulder in the past should not make it easy for you to vote for somebody you know again. As our voters have pointed out these incumbent politicians have created problems for us where they are to blame and are at fault. They could and should have not had us in a budget deficit. They over spent. They needed to be more fiscally conservative. On August 24, 2026 there were 3 new candidates for Mayor who joined the race. The endorsements were given out prior to me and 2 other candidates joining the race on August 24, 2026. Steve Pomerance is trying to influence you to vote for new politicians rather than the incumbents where voters are not familiar with his opinion articles of August 21, 2026 and August 27, 2026.

Government should not be the reason a needed home isn't built, a business doesn't open, or an investment leaves Boulder for another community. I would make permitting reform a top-three priority and hold the city accountable for delivering faster, fairer, and more predictable results.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

6. No.

The City of Boulder should not pursue a property tax increase of this scale without first exhausting less costly alternatives. Borrowing up to \$400 million would create a long-term financial obligation for residents and businesses, increase pressure on homeowners' already facing high housing costs, and commit future taxpayers to debt before the full scope, timing, and cost of the projects are clearly established.

The City should prioritize essential safety repairs, reduce administrative and discretionary spending, seek state and federal grants, evaluate public-private partnerships, and phase projects based on urgency. Any borrowing should be limited to demonstrably critical needs, supported by transparent cost estimates, and approved only after meaningful public input.

I oppose this property tax increase as currently proposed. Boulder needs responsible, sustainable maintenance funding—not an open-ended commitment that could burden taxpayers for decades.

Boulder should actively sustain and grow its economy and employment base, but prioritize the kinds of job growth that provide good opportunities for residents, strengthen small and local businesses, support innovation, and are compatible with housing, transportation, environmental, and quality-of-life goals.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

N/A

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

7. No, simply committing to a top-down numeric target like 10,700 units without first reforming our foundational land-use rules risks repeating past planning mistakes that fail to deliver true affordability. Chasing arbitrary quotas through traditional high-density developer incentives often yields luxury market-rate apartments rather than the missing middle-income housing our teachers, nurses, and local workforce actually need.

Instead of treating regional housing projections as an unbending municipal quota, my administration would focus structural growth policy where it directly serves community retention:

Targeted Infill Over Blanket Expansion: Prioritize sensible neighborhood-scale housing types—such as accessory dwelling units (ADUs), duplexes, and triplexes—within transit-accessible corridors rather than endorsing massive, unfocused developments that strain our infrastructure.

Streamlined Pathways for Ownership: Restructure municipal fees and review processes to actively incentivize permanently affordable middle-income and for-sale housing, ensuring that local workers can build equity rather than remaining trapped in perpetual renting or long-distance commuting.

Infrastructure-First Growth: Align any new housing approvals strictly with concurrent investments in multimodal transit, water capacity, and neighborhood services to protect Boulder's unique environmental and community character.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

8. Yes. Sustaining a resilient local economy and fostering smart, value-aligned job growth is essential to funding Boulder's high quality of life, environmental programs, and vital social services. A robust economic base provides the municipal tax revenues necessary to maintain our open spaces, fund climate action initiatives, and support equity programs without shifting an unfair burden onto residents.

Rather than pursuing unchecked growth for its own sake, our approach to economic vitality must be intentional, focusing on sectors that reflect our community's strengths and values:

Supporting Local Small Businesses: Prioritize reducing commercial vacancies, cutting red tape for local merchants and independent restaurants, and expanding technical and financial resources for microbusinesses and entrepreneurs.

Championing Innovation and Climate Tech: Cultivate high-impact, sustainable industries—such as clean energy, aerospace, bioscience, and advanced technology—that leverage our proximity to the University of Colorado Boulder and align with our climate goals.

Connecting Economic Growth to Workforce Housing: Ensure that future job opportunities are paired with deliberate strategies to house our local workforce, preventing displacement and reducing the environmental toll of massive commuter influxes.

What are your top three proposals for strengthening Boulder's economy?

9. My 3 proposals for strengthening Boulder's economy follow:

My highest priority for strengthening Boulder's economy is electing me your Mayor where our very own Daily Camera newspaper reporter Steve Pomerance on August 21, 2026 had as his headline: "WE REALLY NEED SOME NEW PEOPLE ON BOULDER CITY COUNSEL". I AM A NEW LEADER HERE. WE ARE IN A BUDGET DEFICIT. LET ME GET US OUT OF THE BUDGET DEFICIT. IF YOU VOTE FOR YOUR INCUMBENT FRIENDS SOME OF WHOM YOU REALLY LIKE AND LOVE THEN I PREDICT YOU WILL PAY HIGHER TAXES, HAVE A BIGGER DEFECIT, BE UNHAPPY STILL, AND HAVE LESS MONIES FOR YOU AND YOUR HEIRS. THE INCUBENTS HAVE FAILED YOU.

Just because you opine that the Mayor incumbent Aaron Brockett is kind and thoughtful is not grounds to vote for this Mayor who has I claim been violating the laws by going into executive sessions without giving notice. Mr. Brockett has infuriated people by doing so. He has also stopped allow the video protestors to object. I will allow all protestors and objectors to put the basis on the record. Our City Council Chambers have deteriorated under his incompetent and ineffective leadership to have repeated screaming. In order for there not to be screaming which is expected to continue then Mr. Brockett can not be elected. He has ignored business leaders needs. He refused to allow a person to have a 2 minute presentation. Instead, Mr. Brockett has just kept running up our building bills over protests from the wealthy, the middle class, and the affordable tenants.

It would be financial suicide to vote for the incumbents again. Our own journalist wrote that new people are needed. I can be your new leader. Since 2015, our incumbent Mayor has gotten Boulder into 2 defects. Do you want to be in defecit #3, defecit #4,

etc? The incumbent Mayor likes to have defects as he has a pattern and practice of being to blame for them. Our voters don't like deficits where it has negatively impacted their mood. Our voters are angry over being in a budget deficit with "WAY TOO HIGH TAXES." Our voters want lower taxes. Nobody wants to pay taxes. They just want the roads and sidewalks fixed etc. They do not want to pay for all the special programs that some people love.

The incumbent Mayor Brockett was first elected to city council in 2015 where his job performance is deficient. A city councilor and a Mayor is to be sensitive to the needs of the residents and businesses to have a role model budget and not be in a budget deficit.

On 9/25/26 I have done a google search where I asked this question and got the following answer:

"Since when has Boulder been in a budget deficit since 2015?

Boulder's Budget Deficit Since 2015

Boulder has faced budget shortfalls and deficits multiple times since 2015, with notable gaps in 2018, 2021, 2022, 2023, 2024, and projected again in 2026 and 2027.

Key years of deficit or shortfall since 2015

2018 – The city reported a \$4 million budget shortfall and began warning about slowing sales tax growth Boulder Weekly.

2021 – COVID-19 disruptions, including staffing shortages (e.g., city pool closure) and reduced economic activity, contributed to budget pressures The Boulder Reporting Lab.

2022 – Officials again faced a shortfall as revenue growth slowed and expenses rose The Boulder Reporting Lab.

2023 – Boulder warned of a \$6.5 million shortfall in the 2023 budget, citing flattening sales tax and property tax revenue The Boulder Reporting Lab.

2024 – The city budgeted for a \$7.5 million shortfall in 2024, prompting cuts to General Fund spending The Boulder Reporting Lab.

2025 – A \$8–\$10 million shortfall was projected, leading to a hiring freeze and spending cuts Boulder Weekly.

2026 – The city manager recommended cuts to close a \$7.5 million shortfall in the 2026 budget The Boulder Reporting Lab.

2027 – Officials project another \$6.5 million shortfall, with ongoing 4% cuts planned The Boulder Reporting Lab.

Why the deficits have persisted

City officials cite slowing sales tax growth, state property tax reforms, inflation, remote work impacts on downtown activity, and federal funding uncertainty as major drivers. The Boulder Reporting Lab+2. Sales tax — Boulder's largest revenue source — has grown more slowly since 2015, with only two years of growth in the past 15 years (2020 and 2024) Boulder Weekly.

Summary

While Boulder has not been in a continuous deficit every year since 2015, it has experienced multiple budget gaps and shortfalls in that period, most recently in 2025 and projected again in 2026 and 2027. The city has been warning about these issues for years, with officials emphasizing the need for long-term financial planning to avoid repeated deficits The Boulder Reporting Lab+2."

I cite the source of the above quote from the internet as follows on 9/25/26: Since when has Boulder been in a budget deficit since 2015? - Search

You voters can love Aaron Brockett as a person but you can hate the way he makes you feel and vote him and all the incumbents out of office. You voters can hate me as a person, but when I deliver a balanced role model budget of what a city budget is supposed to look like and when you see that I try very hard to take care of everybody with limited funds given Trump cuts then you will love me as a Mayor too. Politics is not a popularity contest. The vote is to go to the person who is best able to do the job of producing a balanced budget where I as a female business woman also have extra education in medicine, law, business and real estate that defeats Mr. Brockett. What sets me apart from every other Mayor candidate is that I am a doctor who is very bright where Boulder will have a brighter future with me as Mayor compared to any other Mayor candidate.

An American corporation owner approached me. He needed a leader. He picked me out of a very large corporation. He said to me: "I think you are a leader. Do you have any leaders in your family history?" I said: "Yes. Everybody in my family is a leader." He asked me to tell him the titles that my family has held. So I gave him a huge list where I cited family members who were Presidents of this, or that, etc. I gave him along list of leaders. I gave him examples of my leadership roles. I explained how my fellow medical doctors had voted me to be the American Cancer Society medical doctor representative to raise monies. So he told me "I need a leader. Leaders are hard to come by. There are lots of followers but there are very few leaders. I think you are a leader. I am asking you to undergo formal testing. I want to pay for the testing to see if you can be

an executive leader.” So I took this extensive testing in order to see if I can be an executive leader of an American corporation and my test result was that I am a leader. I am a recognized tested leader and able to be an American executive business leader, a politician leader etc. You are looking at a female leader.

I have shown consideration to date. I was told by voters to do not wear a navy suit, that you do not want to see me in a navy suit, and that you have looked at navy suits for many years. I have worn to date Democratic blue, brown, burgundy, and lavender women’s business suits.

Our voters have wanted to read about me so enjoy your reading as this is my family known to me which means that I like my families’ stories from my grandparents. I have not researched them to verify that they are true. My aunt did research the family history and went to Britain and Scotland for verification. My uncle told me that in the Museum in Staten Island my medical doctor ancestor’s gift of the land upon which a hospital was built is written up on the museum walls.

Here is my story which is not verified by my own research. It is the story that I learned from my grandparents. Whether the stories are true or not is irrelevant as they made me who I am as a female leader:

Lisa Ann Jacobs M.D., M.P.H. and Real Estate Broker

A Life of Service, Leadership, Courage, and Community

My name is Lisa Ann Jacobs, M.D., M.P.H. and Real Estate Broker and I am running for Mayor of Boulder because I believe public service should begin with a commitment to people. My family raised me to be of service to others where I am genuine about trying to take care of as many of you as I can with a limited pool of monies.

My intention is to serve as Mayor of Boulder and then, if the people of Colorado ultimately choose me, seek the office of Governor of Colorado. Colorado has never elected a woman as Governor, and I would be honored to seek the opportunity to become the first woman elected to lead our state.

I am asking voters to consider not simply a résumé, but the experiences, values, work, education, creativity, resilience, and commitment to public service that have shaped my life.

A Family Tradition of Service and Leadership

I grew up with a strong family tradition of education, professional achievement, service, and leadership.

My father was a medical doctor in Internal Medicine, Preventive Medicine, Public Health and Psychiatry. He was a President of his medical specialty society. He was faculty at the Harvard School of Public Health and Harvard School of Public Health educated. My father met my mother at a hospital potluck party in an operating room conference room. My mother is a masters educated registered nurse who was President of her National Association of Government Employee nurse's union.

My great-great-grandfather and great-grandfather were pharmacists in the Black Forest of Germany. Both loved music and enjoyed playing their violins together. Their lives represented to me an early example of combining professional service with family, culture, and creativity.

I also have British and Scottish ancestry from the British and Scottish Royal families. One ancestor whom I understand to have been a Scottish princess was later canonized as a saint for her service to the poor. She washed the feet of the poor people as a Scottish Princess and is buried in a raised tomb in Edinburgh Scotland. I have always been committed to caring about and caring for the poor and the disabled.

My family also has deep roots in American history. My ancestors were among the early settlers of Staten Island, New York. One ancestor, Thomas Edgar, served during the American Revolution with the rank of Major.

Another family member, David Alexander Edgar MD, graduated from Yale University School of Medicine and donated land on Staten Island upon which a hospital was built. The hospital was eventually sold, and the property later became a parking lot. I remember this story because it represents the idea that land, professional success, and personal resources can be used to benefit an entire community.

Another ancestor, Simeon Francis Esq., is documented extensively in President Abraham Lincoln's letters and papers. Attorney Francis was the influential editor of the Whig newspaper, and the Sangama Journal (later the Illinois journal). Simeon Francis Esq.'s was one of President Abraham Lincoln's closest friends, political allies and earliest media promoters. My family history includes the story of Francis lending Lincoln his law books when Lincoln could not afford them, and of Francis having Lincoln at his home for dinner, where Lincoln was introduced to Mary Todd. Lincoln wanted Francis to be the Secretary for the Territory of Oregon and wrote accolades about Francis. My ancestor Simeon Francis Esq. was known for character and ethics.

I have a great grandfather who was the actual Editor of the Baltimore Sun newspaper. I have been an assistant editor of a computer magazine.

Leadership and public service have continued throughout my family. There are four attorneys in my family. My former life partner is an attorney. He graduated from Dartmouth College and then Harvard Law School. He was President of his national law specialty society and he made the case law for our nation repeatedly at the US Supreme Court in District of Columbia. It is best not to discuss children but I am a mother. It is also best not to give out names, or addresses per licensed attorneys in the state of Colorado. My understanding is that names, phone numbers, email addresses and addresses should never be given out and do not have to be given out.

My family has many officers who have served. I believe that my father was a Navy Public Health medical doctor Officer because I learned that from some family members, but other family members have disputed this fact. Some researcher would have to do research to distinguish this fact. The internet has stated the following:

“The United States Public Health Service Commissioned Corps (USPHSCC; also referred to as the Commissioned Corps of the United States Public Health Service)[11][12] is the uniformed service branch of the United States Public Health Service and one of the eight uniformed services of the United States (along with the Army, Marine Corps, Navy, Air Force, Space Force, Coast Guard, and NOAA Commissioned Officer Corps). The commissioned corps' primary mission is the protection, promotion, and advancement of health and safety of the general public.[13]”

The citation for this search is 9/25/26 and it is: United States Public Health Service Commissioned Corps - Wikipedia

It may be that the Public Health Service doctors are considered to be Navy doctors or are in a branch of the Navy. I don't know. I do know that my Dad was a former Chair of a Veterans Administration Medical Center. I worked at a VAMC and remain deeply committed to caring for and about our hero veterans and their families.

Our voters are familiar with our state public health doctors, our Centers for Disease Control doctors and our World Health Organization doctors. My Dad was a Preventive Medicine doctor, Internal Medicine and Physiatry physician. Physiatry is not psychiatry. Physiatry is Physical Medicine and Rehabilitation. My Dad was President of his Physiatry specialty society. When our veterans have come home from our wars missing legs, arms, and paralyzed then I have welcomed them home and remain forever grateful for their having fought for the freedoms that we enjoy. I give a shout out to our Boulder residents who are veterans. I will always be devoted and supportive to our veterans and their families.

I ask you veterans and veterans to give me your votes. I did the research for our US Congress to get funding for PTSD. I know that you have been beat up and need a lot of support. Give me the vote veterans so that I can take care of you.

I have not tried to make any untruthful misrepresentations here. I have had many other family members in the Navy including but not limited to another Navy Officer engineer, a marine etc.

My family also includes a retired US Air Force Colonel who graduated as valedictorian of the United States Air Force Academy and served our nation for 30 years,

Other family members include a valedictorian of Trinity College who was also a Yale University graduate-school graduate valedictorian who is famous.

My Latin American and Native American voters have asked me to describe for them where the extended members of my family are from and what races they are. I have extended family members who are Latin American, Native American, Black and Asian. The Latin American and Native American members of my extended family come from the earliest Latin American and Native American families of the settlers of the state of Colorado. I am pushed even further by these voters to know the location that my Latin American extended family members are from: My Latin American extended family members are derived from Mexico. My Native American extended family members are derived from Colorado. Those extended family members who are Latin American and Native American are my family members, but I disclose that I do not believe that I have Latin American or Native American blood. My royal blood line of being a descendant of the British and Scottish Royal families has mixed with the leader families for the earliest Latin American from Mexico and Native American leader settlers of this state of Colorado. My extended family includes persons of black and Asian race. The adopted Asian is from Shanghai China. I do not know the derivation of the adopted brother and sister who are black where via adoption the black children were allowed to stay together rather than be separated and they grew up with white parents who had no biological children.

Just about every generation of my family has included people who stepped forward to lead professional, educational, military, medical, legal, labor, or civic organizations. I have lots of leaders who have served as Presidents of this or that. We are recognized leaders.

I am proud of that tradition. But I do not believe that family accomplishments entitle anyone to public office. Their accomplishments belong to them. Mine belong to me.

What I inherited from my family was not a title. It was an example: work hard, learn continuously, serve others, accept responsibility, and step forward when you are needed.

I also want to establish a clear boundary. My family members are private citizens and are not spokespeople for my campaign.

Education and Academic Achievement

I graduated from Bowdoin College with Magna Cum Laude general honors with a double majors in history and romance languages. I also received Magna Cum Laude honors in History. I was the recipient of the Surdna Foundation Research Fellowship. I speak English, French, and Spanish.

I subsequently pursued medical education at Boston University School of Medicine and the University of Liège School of Medicine, where I earned my M.D. with Honors.

I did Internal Medicine training at Albany Medical Center in Albany in New York. I served with my father medical doctor who was a President of one of his specialty societies on a committee that was political in nature to improve the rights of patients. I was an elected medical doctor by my peer medical doctors to raise monies for the American Cancer Society.

My commitment to public health led me to study at Columbia University School of Public Health and through the University of Northern Colorado's public-health program. I earned a Master of Public Health from the University of Northern Colorado in Greeley Colorado. I was faculty at the Columbia University School of Public Health and a Principal Investigator of a grant that I wrote to obtain funding from the Pfizer Pharmaceutical company. My division's interests were in occupational medicine and environmental health sciences. Occupational Medicine includes but is not limited to qualifying and disqualifying workers for occupations so as to identify who is fit to perform job duties and who does not qualify to do kinds of jobs.

I have also pursued additional education. I audited Spanish and MBA courses at Brandeis University in Waltham in Massachusetts, although I did not complete an MBA degree. I formerly enrolled at the Southern University Law Center which is an American Bar Association approved law school in Baton Rouge, Louisiana, although I have not completed my law degree.

I also attended the American Academy of Real Estate where I am a licensed real estate broker who has had my own real estate brokerage. I have trained and mentored real estate professionals. I can represent landlords and tenants. I was asked to help

tenants. I am the President of the Colorado Tenant Association LLC and the President of the Colorado Event Association LLC.

I believe education is a lifelong process. My studies in medicine, public health, history, languages, business, real estate and law have given me different ways of understanding individuals, institutions, communities, and government.

I am a recipient of the Alman Medical Scholarship in the Miss America Pageant.

Work, Entrepreneurship, and Leadership

I learned the value of work from an early age.

I worked as a waitress, a camp counselor, an Administrative Assistant at Brigham and Women's Hospital in Boston, and was an assistant editor of a computer magazine. I also worked as a springboard diving coach for children through Club Harvard at the Harvard University swimming pool.

I grew up with a strong family tradition of education, professional achievement, service, and leadership.

My great-great-grandfather and great-grandfather were pharmacists in the Black Forest of Germany. Both loved music and enjoyed playing their violins together. Their lives represented to me an early example of combining professional service with family, culture, and creativity.

I also have British and Scottish ancestry from the British and Scottish Royal families. One ancestor whom I understand to have been a Scottish princess was later canonized as a saint for her service to the poor. She washed the feet of the poor people as a Scottish Princess and is buried in a raised tomb in Edinburgh Scotland. I have always been committed to caring about and caring for the poor and the disabled.

My family also has deep roots in American history. My ancestors were among the early settlers of Staten Island, New York. One ancestor, Thomas Edgar, served during the American Revolution with the rank of Major.

Another family member, David Alexander Edgar MD, graduated from Yale University School of Medicine and donated land on Staten Island upon which a hospital was built. The hospital was eventually sold, and the property later became a parking lot. I remember this story because it represents the idea that land, professional success, and personal resources can be used to benefit an entire community.

Another ancestor, Simeon Francis Esq., is documented extensively in President Abraham Lincoln's letters and papers. Attorney Francis was the influential editor of the Whig

newspaper, and the Sangama Journal (later the Illinois journal). Simeon Francis Esq.'s was one of President Abraham Lincoln's closest friends, political allies and earliest media promoters. My family history includes the story of Francis lending Lincoln his law books when Lincoln could not afford them, and of Francis having Lincoln at his home for dinner, where Lincoln was introduced to Mary Todd. Lincoln wanted Francis to be the Secretary for the Territory of Oregon and wrote accolades about Francis. My ancestor Simeon Francis Esq. was known for character and ethics.

I have a great grandfather who was the actual Editor of the Baltimore Sun newspaper – not an assistant editor. I have been an assistant editor of a computer magazine.

Leadership and public service have continued throughout my extended family. There are four attorneys in my family. One graduated from Harvard Law School and has won at the Supreme Court in District of Columbia where he repeatedly made the law for our nation.

My family also includes a retired US Air Force Colonel who graduated as valedictorian of the United States Air Force Academy and served our nation for 30 years. My father was a Navy Officer and I have had many other family members in the Navy including but not limited to another Navy Officer, etc. who was an engineer, etc.

Other family members include a valedictorian of Trinity College who was also a Yale University graduate-school graduate valedictorian.

Just about every generation of my family has included people who stepped forward to lead professional, educational, military, medical, legal, labor, or civic organizations. I have lots of leaders who have served as Presidents of this or that. We are recognized leaders.

My Latin American and Native American extended family members are leaders and from the earliest Latin American from Mexico settlers and Native American tribe of this state of Colorado.

I am proud of that tradition.

But I do not believe that family accomplishments entitle anyone to public office.

Their accomplishments belong to them.

Mine belong to me.

What I inherited from my family was not a title. It was an example: work hard, learn continuously, serve others, accept responsibility, and step forward when you are needed.

As our voters have complained our incumbent Mayor and incumbent City Councilors have issues and have created problems for us. I have been asked to run by a Colorado State Trooper to solve Boulder's and then the state of Colorado's problems. I am a problem solver. I can fix our problems. We have city councilor candidates who want to raise your taxes. Have you figured who are the candidates intending to raise taxes? One voter is so happy as she figured out which candidates want to raise our taxes and she has refused to vote for them. Instead, she is voting for me for Mayor. After public forums I have taken votes away from the incumbent Mayor. Voters want a more active Mayor. How do you want me to be active?

Colorado Businesses

In Colorado, I was asked to help Boulder tenants and also asked to help the landlords as I can manage vast numbers of properties well. Through that work, I emerged as President of the Colorado Tenant Association LLC. I help the landlords as we counsel tenants to for example stop their criminal acts that drive other tenants and home owners to have anxiety. Through education I try to keep the tenants housed, the landlords and neighbor owners rather than for tenants to be evicted. Everybody has been interested in knowing what my call is. For example, tenants have wanted to know if they can have loud parties and get drunk. The answer is no. A loud party of drunks is a noise nuisance.

I am also President of the Colorado Event Association LLC. Festivals, events, conferences, sports tournaments are ways to make monies via our taxes.

These leadership positions have given me experience in advocacy, organization, communication, administration, and bringing people together around common goals.

My goal is not to set landlords against tenants or one part of the community against another.

My goal is to find practical solutions that respect people's rights while recognizing the realities of housing, property ownership, economic opportunity, and community needs. My interest in events is to increase our city and our state's economy.

Medicine, Public Health, and Grants

My medical doctor father and nurse mother were politically active.

Their example profoundly influenced me.

My father and I served on a medical society committee that was politically active.

My mother served on an Americans Committee for People with Disabilities and lead her committee to raise the fines on handicap parking tickets to stop vehicles without handicap placards and plates from parking in handicap parking spots.

During my own internal medicine career I was the elected by other medical doctors to be the American Cancer Society fund raiser.

As a public health doctor I served as a state of New Hampshire Public Health doctor where our grant received funding for Infectious Diseases of HIV/AIDS. I did bring in the funding to the state of NH for HIV which is competitive to do as I and a public health nurse subordinate had to compete against the other public health doctors from the other states in order to win the money for the state of New Hampshire.

These experiences taught me that identifying a problem is only the beginning. Real public service requires developing a solution, finding resources, building institutions, and following through.

One of my Many Medical and Public-Health Role Models Became a World Famous Politician

One of my role models has been Dr. Abdulrahman Al-Awadhi, a renowned Kuwaiti physician, public-health leader, and politician who studied public health at Harvard School of Public Health where my father was his friend. Dr. Abdulrahmsn became a world famous politician after being a pediatrician and then becoming a public health doctor. I have followed in his and my father's and mother's footsteps as they were also politically active leaders.

My father and his many friends were my mentors and role models where they were involved at the World Health Organization and the Centers for Disease Control.

My parents were staunch protectors of the public. My father as a physiatrist cared for including but not limited to the veterans who came home from our wars disabled. I have devoted my life to advocating for the rights of our veteran heroes and their family members where I remain deeply committed to them especially with regard to their health and housing. I have protected the health rights and housing of our veterans.

My own career path is like that of Dr. Al-Awahi's so I return to discuss the role he has played in my life. Dr. Al-Awadhi's career particularly inspired me because it connected medicine, public health, and government.

He served as a pediatrician, became a public health doctor and then served in Kuwait's National Assembly and held senior governmental positions including Minister of Public

Health, Minister of Public Health and Minister of Planning, and Minister of Planning. In addition he was active at the World Health Organization.

Another mentor has been Richard Morrow MD who was at the World Health Organization when I visited Geneva Switzerland.

Dr. Al-Awahi's career demonstrated to me that a physician can move beyond treating individual patients and work to improve the health of an entire population through public policy as well as that of our entire world.

That concept has influenced my own path from medicine into public health and toward public service of running for public office.

Environmental Protection

I am an environmentalist.

I want to address the Hill community. I request that you clean up the trash in the Hill neighborhood as the Sun Dance Film Festival is going to take place where I want Boulder to show well to our guest tourists.

I also request that the names written in chalk be cleaned off of the Hill homes. Some University of Colorado Boulder students who are renting homes wrote their names in chalk on their rental homes. Chalk is not allowed to be used in Boulder as it gets into our water supply. We all want clean water. Help us achieve my clean water goal.

My commitment to public health has also extended to environmental protection.

I worked with the U.S. Environmental Protection Agency on a Superfund-site cleanup. Through interviews, I helped uncover information about where barrels containing toxic waste had allegedly been dumped.

During this work, I experienced what I understood to be a threat intended to make me back away from the investigation.

I did not believe that a potential threat should prevent important information about environmental hazards from reaching the appropriate authorities.

That experience reinforced a principle that has remained important throughout my life: when people believe that something threatens public health or safety, there must be a way to speak up and have those concerns taken seriously.

Public health is not confined to a doctor's office. It includes clean water, environmental safety, building safety, emergency preparedness, infectious disease, healthy communities, and the enforcement of standards designed to protect people.

Boulder Public Safety and Fire Prevention

I have repeatedly filed reports concerning matters that I believed presented risks to the Boulder community. Risks have been real and I have reduced the risk of buildings from burning by insisting that repairs be made.

Among those concerns were serious building-code issues involving five buildings where I believed the fire risk could be reduced.

I am grateful to the residents of Boulder for the opportunity to raise those concerns and for the possibility that my efforts helped reduce the risk of people being injured or killed in a building fire.

My actions saved lives where I even received a gift and am recognized as being a very gifted woman who is an incredibly special person. I consider that meaningful public service.

I believe government should take credible safety concerns seriously before a tragedy occurs rather than waiting until after people are injured or killed.

I have responded to lead resuscitation efforts in Boulder and Boulder County.

I am chosen often as the witness for the federal government (US Attorney for the District of Colorado and Federal Trade Commission), for the state of Colorado (US Attorney General's Office), or the local government (Boulder County District Attorney) out of a group of people as I rule in as a medical doctor and real estate broker expert witness and a fact witness.

Given my involvement with having been the witness for the Boulder County District Attorney for the criminal case of State of Colorado vs. Nathan Duffy in the Boulder County Court case with docket number 2025M002810 where Mr. Duffy did take a plea of guilty with me as the credible witness, then my home address will not be given out to the public. Mr. Duffy is a felon with a long history where my address should not be put into the public record. I request that there should never be any reference to where I am from within the City of Boulder for my personal protection.

My Experience With the Justice System

I believe strongly in cooperating with appropriate law-enforcement and judicial processes when I possess information relevant to public safety.

My experiences have also led me to raise concerns about aspects of the Boulder County justice system.

I have raised concerns involving personal-recognizance bonds, sentencing and fines, and statements concerning attorneys. I also understood that a staff member of the Colorado Attorney General's Office asked me to prepare information concerning possible removal of Boulder Combined Court judges.

I believe concerns about judges, prosecutors, attorneys, defendants, or other participants in the justice system should be evaluated through proper legal and governmental procedures and supported by evidence.

My purpose is not personal retaliation.

My concern is public safety, due process, accountability, and public confidence in the justice system. I was asked to write up the Boulder County Combined Court judges to remove judges by a staff member of the Colorado Attorney General Office. I have helped to remove 3 judges from the bench in the past. I ask for you to send your complaints if any to the Colorado Judicial Misconduct Commission in order to support the complaints against our judges that I have been asked to write at the request of a Colorado Attorney General staff member. The contact information to send your complaint letter against a judge or our judges is to the following address: Colorado Judicial Misconduct Commission 1300 Broadway Denver CO 80203. We need new judges per the Colorado Attorney General staff member.

Overcoming Personal Adversity

My life has also included serious adversity.

Beginning in junior high school and onwards, I experienced what I describe as sexual harassment and sexual crimes.

In 2024 I was what I call a victim of sex harassment, forceful unlawful touchings of my genitals and or forced sex assaults in the city of Boulder. The perpetrator had been raped repeatedly as a child. There was so much unwanted sexualized touchings that the Boulder Police detective claimed that he would need a sex crimes expert attorney to figure out the crime of each of the touchings. The incumbent Mayor Aaron Brockett, city councilors, city attorneys, Boulder Police etc. refused to prosecute my crimes as they claimed that they are not allowed to prosecute sex crimes unless they have permission from the Mayor and City Councilors to do so per the Police receptionist.

Boulder has paid the Cronin settlement which was \$1 million, the Franco case which was \$3.41 million, the Montoya case which is \$75,000, the Partridge case which is \$2.4 million, the Mineral Rights Dispute which was \$35,000, etc. The Cronin case was where I call the facts even if wrong that police had evidence to exonerate Cronin but instead in

error failed to turn over the evidence against him to try to prosecute him wrongfully for a sex crime in 2019. The sex charges against Cronin got dismissed and Boulder had to make a \$1 million pay out in 10/23 where in 2024 Boulder refused to prosecute my sex crime. If Boulder was in error regarding my sex crimes then Boulder would have to make a big pay out like in the Cronin case. So my understanding is that Boulder has stopped prosecuting many sex crimes as it does not want to make \$1 million dollar settlements. But my case had text messages from the suspect where he explicitly sent to me red lingerie, etc. with details of what he was going to do to me, and he executed the his written intents in his text messages. There was a stack of text messages where I claim the suspect incriminated himself. Vote for me as I am a victim of sex crimes as I want all you to have your crimes prosecuted.

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Standing Up for Justice, Accountability, and Public Safety

Every resident in Boulder deserves a justice system that is transparent, responsive, and fully committed to public safety. My own life experiences—both as a civic witness and

as a survivor of serious adversity—have shown me firsthand where our local institutions are failing, and they have driven my absolute commitment to real reform.

1. Demanding Integrity in Our Courts and Legal System

True public safety requires accountability at every level of government—not just on the streets, but in our courtrooms and investigative agencies.

Cooperating for Public Safety: I have stepped forward as a key witness in criminal matters—such as helping secure a guilty plea in *State of Colorado v. Nathan Duffy*—because community safety requires active, honest participation with law enforcement and judicial processes.

Judicial Accountability: My experiences with the Boulder County justice system have highlighted deep concerns regarding personal-recognizance bonds, sentencing, and due process. Following discussions with staff from the Colorado Attorney General’s Office regarding the evaluation and removal of underperforming officials, I encourage residents to utilize proper legal channels like the Colorado Judicial Misconduct Commission to hold public servants accountable. My goal is not retaliation; it is restoring public trust, due process, and absolute integrity to our courts.

2. A Voice for Crime Victims and True Systemic Reform

No victim of crime should ever be stonewalled, ignored, or told that justice requires special political permission.

The Fight for Survivors: In 2024, I survived severe sexual harassment and assaults committed by an adult male who had been raped as a child. When I sought help from Mayor Aaron Brockett, Taishya Adams, Tara Winer, Tina Marquis, and Ryan Schuchard, the Boulder Police Department tragically deflected responsibility, claiming they needed special permission from the Mayor and City Council to act—permission that incumbent leadership completely ignored. In particular, I went to the City Hall and spoke in person with Taishya Adams where she chose not to help me.

A Mayor Who Listens: When I went to City Hall seeking help, incumbent leadership turned a blind eye. That kind of institutional callousness is precisely why I am running for Mayor.

Justice for All Victims: As Mayor, I will ensure that every single crime victim in Boulder is heard, that evidence is processed properly, and that our police and legal systems aggressively pursue justice so survivors can finally find emotional closure. We need a leader who has faced adversity and emerged stronger—someone who will fight to make Boulder safe, transparent, and responsive to the people it serves.

I am announcing as a Mayor Certified Candidate the following announcements:

I ask all our City of Boulder residents to be on the look out for about a 5-year-old white male run away male child. If you see the runaway child then call 911 and stay with the child.

I ask all our City of Boulder residents to be attentive to checking your doors to make sure that they are locking properly. I have been noticing doors that have been broken into that do not close and have broken locks.

I ask all our City of Boulder residents to do not leave your valuables in your cars. I ask you to do not leave your valuables in your cars as there is a professional car thief breaking into cars sorting through people's personal property and staking stuff.

Also I am warning if you use a standard bike lock to lock up your bicycle then you should expect it to be stolen possibly. A chain with a donut lock should work better to deter a thief from using a bolt cutter to cut a standard bike lock. Thieves are going into our hardware stores to buy bolt cutters to do thefts from patios, driveways, bike racks etc.

I ask you to watch out for thefts of purses in stores.

I ask you to remember to watch at all times your valuables like laptops and phones as those are being stolen.

I ask you to stay inside when the forest fires take place and to keep your windows and doors closed for your health. When you smell a forest fire then that should be your reminder to go inside and stay at home.

I ask you to be considerate of your other Boulder residents. I am asking you not to be a noise nuisance with loud music playing during sleeping hours. Our residents are complaining that they can not sleep as there is too much noise. Proper rest is essential.

Again I ask you to respect your neighbors and be considerate of them.

Let us all embrace consent culture.

Consent culture is a social framework where mutual respect, clear communication, and active, ongoing agreement guide all interactions, ensuring everyone's boundaries and autonomy are honored. Instead, as a Miss. America Pageant Alman Medical Scholarship winner, my boundaries have not been being respected repeatedly but violated. To touch genitals through clothes or with clothes off or do penetration legal consent is to be given ahead of time.

Those experiences profoundly shaped my understanding of personal safety, dignity, accountability, and the importance of protecting people who may be vulnerable.

I do not believe that being victimized should define the rest of a person's life.

For me, those experiences strengthened my determination to speak up, report wrongdoing, and work toward safer communities.

Arts, Music, Creativity, and Travel

There is much more to a person than professional accomplishments.

Music has been an important part of my life. I play the violin, viola, and trombone, and I am a singer.

I had the opportunity to tour Russia, Romania, Austria, and Poland with the New England Conservatory of Music.

I am also a prize-winning gardener and floral arranger, and I make jewelry.

I love gardening, being outdoors, and skiing some of the world's great mountains. I am a recreational bicyclist.

Creativity and nature have taught me patience, discipline, beauty, stewardship, and appreciation for the world around us.

Athletics

Athletics have also played an important role throughout my life.

In high school, I participated in swimming, diving, field hockey, track and field, and was part of state championship teams. I was a state finalist in diving in springboard diving on a boys swimming and diving team where I was a better diver than most boys despite them being stronger than me.

In college, my sports included field hockey, swimming and diving, and the pentathlon.

I am also a runner. My Bowdoin College swimming and diving team was New England champions. I was a New England springboard diving finalist and the actual New England Champion in the Hammer Throw.

Athletics taught me perseverance, teamwork, discipline, preparation, and the ability to keep going when something is difficult.

Those lessons apply just as much to public service as they do to sports.

Those lessons apply just as much to public service as they do to sports.

Intellectual Curiosity

Some people in Boulder have encouraged me to seek public office because they regard me as an unusually gifted and exceptional woman.

I am grateful for that encouragement.

I have also received the highest score on the Wexler IQ test, and I am proud of my intellectual abilities.

But I do not believe an IQ score qualifies someone to be Mayor or Governor.

Intelligence is valuable only when it is put to work for other people.

The real test of leadership is not an IQ score, a family name, an academic honor, or a résumé.

It is what we do with our abilities.

A Campaign That Includes Creativity

I am having a custom campaign website designed using modern software technology so that voters can learn more about my background, my ideas, my campaign, and my vision for Boulder and Colorado.

I also want the campaign to provide opportunities for artists and creative people to participate.

I offer a T-shirt design contest in connection with my campaign to become Mayor of Boulder and ultimately to try for Governor of Colorado, with monetary prizes for first-, second-, and third-place designs. The awards are money. The intellectual property rights will be mine for the designs as I have to be able to use the designs to make merchandise quickly and easily.

I want the campaign to be more than political advertising.

I want people to have an opportunity to contribute their creativity and become part of the campaign. The due date for designs is as soon as possible. I will set the due date when our artists let me know that their designs are ready. I show the proposed design recommended and ask for our gifted artists to see if they can do better. My email is lisaannjacobs7@icloud.com. If you have questions then you can email me. I also request donations.

My Vision Beyond Boulder

My intention is first to serve the people of Boulder as Mayor.

If I earn their trust and later earn the opportunity to seek the governorship, I would bring the same philosophy to the state of Colorado.

I would want Colorado to be a place where people can work, build businesses, raise families, obtain good education and health care, enjoy the outdoors, participate in the arts, and feel safe in their communities.

I believe government should be practical, accountable, evidence-informed, and focused on people.

My Vision for Boulder

Boulder is a remarkable community.

But its future should never be taken for granted.

I believe Boulder needs an economy that creates opportunity and good jobs while protecting the qualities that make the city special.

We need responsible environmental stewardship.

We need thoughtful housing and transportation policies.

We need excellent public services.

We need support for local businesses and entrepreneurs.

We need safe buildings and neighborhoods.

We need policies that recognize the realities faced by both tenants and property owners.

We need a community where people who work here have a realistic opportunity to live here.

And we need government that listens.

I believe public safety and economic vitality do not have to be opposing values.

A strong economy can provide jobs, support families, sustain local businesses, and generate the resources needed for good public services.

At the same time, economic growth should be responsible and consistent with protecting the environment and the character and quality of life that people value about Boulder.

Thank You, Boulder

I want to thank the people of Boulder and Boulder County who have listened to my story, encouraged me to run, and recognized qualities in me that they believe could make me a strong Mayor and, ultimately, a strong Governor. I want to thank John Doe who is my software programmer for the custom website that he wrote for me, but who

are too busy to help others. I respect his boundary of not giving out his name or contact information. I want to thank my photographer Max Lutt who is at maxlutt25@gmail.com and is available to take photographs for you. At the request of my producers I give a shout out to my producers who are Milo Vetrano and Suki Melaina of Gabiem Productions. Gabiem Productions is available to help support local musicians and artists to boost them to where they want to be. They create and build community connections through music, arts and multimedia. They can be reached at: milo.vetrano@gmail.com . Gabiem Productions wants to support you regarding where you want to get to in life.

Some residents have told me that they believe I would provide stronger leadership as Mayor than Aaron Brockett and ultimately stronger leadership as Governor than Jared Polis.

I am grateful for their confidence.

But I know that confidence must be earned.

I do not expect voters to support me because of my family history, education, professional accomplishments, or personal experiences.

I ask voters to look at the totality of my life and decide whether I have the judgment, courage, knowledge, creativity, compassion, resilience, and willingness to work that public service requires.

My family's history is part of my story.

My education is part of my story.

Medicine and public health are part of my story.

Real estate and entrepreneurship are part of my story.

Tenant advocacy is part of my story.

Environmental protection is part of my story.

Public safety is part of my story.

Adversity is part of my story.

Music, gardening, jewelry-making, athletics, travel, and the outdoors are part of my story.

But none of those things, by themselves, make someone a good Mayor or Governor.

What matters is what a person does with everything life has given them.

I believe leadership is ultimately about service.

It is about showing up.

It is about listening.

It is about protecting people.

It is about creating opportunity.

It is about accepting responsibility.

It is about telling the truth.

It is about having the courage to speak when something is wrong and the humility to listen when someone else has a better idea.

And it is about leaving the community better than you found it.

I am asking the people of Boulder to give me the opportunity to serve.

I want to work for a safer, healthier, more prosperous, more creative, and more inclusive Boulder.

And, if the people of Colorado ultimately give me that opportunity, I want to take that commitment to the entire state.

I am different than all the other Mayor candidates in that I am a really bright very gifted special doctor. There are no other bright doctors running to be your Mayor. I ask for your vote in order for Boulder to have a bright future. Vote for me for your children, your grandchildren, and our subsequent generations to move forward. Boulder is in a budget deficit where we need my bright leadership to climb out of a huge tax deficit here and not the incumbents whose mismanagement is to blame. Boulder also likes for the Governor to come from Boulder where I am the only candidate who is intending to run to be the Governor of Colorado where if I win I will be the first female Governor in this state of Colorado after our expected winner Phil Wieser is time limited and no longer allowed to be Governor.

My story is a story of service.

Now I am asking for the opportunity to put that service to work for Boulder—and ultimately for Colorado. Boulder is strong. We are able to make our other Colorado cities stronger. Our programs will serve as role models for the other cities in Colorado. We need to be honest, forthright and correct the mistakes of our incumbents. Errors were made as we have a budget deficits. We need to make cuts.

My second priority to strengthen Boulder's economy follows:

2. Maintain and improve Boulder's basic infrastructure

A strong economy depends on reliable roads, bridges, sidewalks, bicycle infrastructure, utilities, broadband, and public transportation. I would prioritize repairing and maintaining existing infrastructure before taking on expensive new projects. Projects should be selected according to clear criteria: public safety, economic benefit, urgency, and cost-effectiveness.

I would also support better regional transportation connections so employees can get to Boulder reliably and businesses can attract workers from throughout the Front Range. Boulder's own transportation planning recognizes that deferred maintenance becomes more expensive over time.

3. Make City Hall responsive and easier for our residents, tourists and businesses to work with

Businesses and residents should not have to make repeated phone calls to get answers. Since Boulder employees do not choose to answer their phones, then I intend to hire a professional answering service to have professional answering service employees show the courtesy, respect and pleasant communication skills that our employees choose not to display by failing to answer their phones on a regular basis. Calls have been going to voice mail. E-mails and letters go unanswered. Boulder is unresponsive to residents, and to businesses. A business owner kept writing to Boulder and never heard back from Boulder ever. People are fed up, frustrated, and angry. Customer service skills need to be improved here big time. Lack of communication is offensive and drives people and businesses away. Even people who grew up in Boulder have come to hate it and moved out of our city. Boulder has changed to be worse. We can change it to be better. Make our Boulder better by electing me your Mayor. I get proven results over and over and over again. Lets make positive changes together. I would establish clear customer-service standards, including:

A centralized business and resident service line;

A case number and online tracking system for every request;

A commitment to acknowledge calls and emails within one business day;

A commitment to provide a substantive response or status update within a defined period;

A streamlined, one-stop process for permits, licenses, inspections, and business questions.

City government should measure its performance publicly. Departments should report response times, backlogs, permit-processing times, and unresolved complaints. The city's economic-development program already identifies business assistance and connections as important services; the next step is making those services consistently accessible and accountable.

City Hall will better support business growth while holding government accountable:

Boulder should make it easier for existing businesses to remain, expand, and hire. I would focus on:

Reducing unnecessary delays and regulatory barriers;

Reusing vacant commercial and office space;

Supporting local entrepreneurs, research, technology, clean-energy, and creative businesses;

Expanding workforce development and job-training partnerships;

Improving workforce housing so employees can afford to live closer to their jobs;

Reviewing fees, incentives, and regulations to determine whether they produce measurable economic benefits.

At the same time, every city department should have clear job responsibilities, performance standards, regular evaluations, and consequences for persistent underperformance. Employees who perform well should be supported and retained. Employees who repeatedly fail to meet reasonable standards should receive documented corrective action and, when necessary, be replaced through a fair and lawful process.

My goal would be a city government that is financially responsible, responsive to the public, supportive of employers, and accountable for results. A healthy economy requires both investment in Boulder's infrastructure and better performance from the government delivering those services.

If photos are not allowed to be published then you will not see the photos. I have also provided to you a photo of myself in a formal Mayor suit by a professional photographer. I have also provided the proposed bumper sticker design. We are currently choosing a logo. If you want to get involved then I ask for an email. There would be too many calls that would interrupt meetings with other voters. If you would like to meet per coffee then let me know. Thank you for your consideration.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

TIF is an unnatural stimulus. If we lowered rents and created incentives for local services that supply the actual needs of the community rather than tourists, the community would thrive. There may be more quantity of lower sales cost necessities sold, but more sales would result, and balance the lower quantity of high cost item sales. There should be hardware stores and TRUE fifteen minute neighborhoods, small neighborhood grocery pop-ups supplying residential agriculture during harvest season. Lowers grocery store congestion.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

BUT with implementation of radical community policing and restorative justice, which will reduce demand for even the need for more police.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I do not support tipping at all. All professions should have a fair wage. I never got a tip from my patients.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I want an airport. I also don't want more housing at that space OR in Area 3 or CU South. We have incurred a price for not accepting the bonds and the deferred maintenance from that, fighting the FAA with a lawsuit over the use of the land and the false passion of housing, much of which remains unoccupied anyway, and in a historically poor budget outcome. And this, as CU expands like the tentacles of an octopus into town.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

Yes I support expedited development review. I just support less development, so that would result in less back-up and less demand for up- staffing.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

Let the developer pay. Plan ahead and for the long term or, as is the case, tighten the belt. Don't let developments like Alpine Balsam sit for 10 years building up interest on the debt. Think of creative re-use of existing medical stock rather than demolish and replace. Don't pay for a capricious lawsuit with the federal government with the FAA. Take the grants and appreciate the asset of the airport in so many aspects of the community;

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I support extending restraints on the growth agenda. It does NOT reduce the cost of housing or relieve those experiencing evictions, on the contrary these folks are added to the homeless population. Plus it increases the quantity of high utilizers, the most costly demographic in the homeless community. Growth, increased housing value and rising rent make the problem worse. The place will always have high demand, especially with Sundance, which will increase homelessness. The Trump agenda and debt economy founded on war only supplements the housing crisis with LIHTC bribes and the cost of food and utilities. Freeing Palestine would go far.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

But not by increasing growth, which is the direct cause of the split in wealth inequity which lowers middle income housing, as the two ends stretch out.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

Too much. Balance jobs and housing. The way it is we draw out-commuters to homes they can afford in the "L's". The higher-end jobs, the higher-end housing and the lower-end jobs are demanded to supply services to those of high income. Those low-end jobs cannot afford to live here and commute out to get home. The cycle of despair needs to stop.

What are your top three proposals for strengthening Boulder's economy?

Stop already. We are choking from excess growth and the lack of impact fees to pay for the addition of each new member of the community. Services need to be paid for by the developer, for open space, libraries, rec centers, police, fire, roads, utilities- especially water, arts etc. Keep central services central to deter commuting and congestion. Save the West Senior Center on site. Build up true 15 min. neighborhoods and balance jobs with housing. Follow the actual community benefit in the BVCP and add teeth and enforcement to it.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

No — I would not have voted to place the creation of a Downtown Development Authority in its current form on the November ballot. I believe a DDA could be an effective tool for strengthening downtown Boulder, supporting locally owned businesses, encouraging redevelopment of vacant and underutilized spaces, and coordinating long-term investments in infrastructure, arts and culture, mobility, public spaces, and economic vitality. However, before asking voters to approve one, I believe we need a clear and transparent investment strategy, demonstrate meaningful representation from small businesses, workers, residents, property owners, and other affected stakeholders, safeguards ensuring that public resources produce measurable public benefits, and broader community engagement to achieve more buy-in. Given Boulder's fiscal challenges, I would carefully evaluate the opportunity costs associated with committing future tax revenues. Downtown is one of Boulder's most important economic engines, and I believe we should give voters the opportunity to consider a well-designed tool for its long-term success.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

Yes — I support implementation of the Reimagine Policing Plan and maintaining staffing sufficient for the Boulder Police Department to meet our community's public-safety needs. A safe and welcoming community is fundamental to both quality of life and economic vitality. Residents, workers, businesses, and visitors should feel safe downtown and throughout Boulder. I support the Reimagine Policing approach because effective public safety requires both appropriate police capacity and complementary responses. Police officers should be available for situations requiring law enforcement, while programs such as behavioral-health crisis response can help ensure that the right professional responds to the right situation. I would evaluate staffing based on workload, response times, community needs, officer retention and recruitment, and measurable public-safety outcomes rather than treating a particular staffing number as an end in itself.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I currently work in Boulder's service industry, so I understand this issue from the perspective of both workers who depend on tips and locally owned businesses

operating on extremely narrow margins. My goal is a sustainable restaurant and hospitality economy in which workers can earn a living wage and survive during this time of inflation while locally owned businesses are able to continue operating and creating jobs. The city should be doing more to strike this balance and work towards solutions that support both workers and businesses alike.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

Yes — I would have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding. Given the legal, financial, and operational realities currently facing the city, I believe Boulder should provide greater certainty about the airport's future rather than continuing prolonged uncertainty for airport users, neighboring residents, businesses, and taxpayers. The airport supports emergency response, aviation businesses, research, education, and other economic activity. I would support accepting appropriate FAA funding for necessary maintenance while continuing to work with surrounding neighborhoods and airport users to address noise, lead exposure, environmental impacts, and quality-of-life concerns. Keeping the airport does not mean ignoring its impacts. It means establishing a predictable long-term direction while working collaboratively to make its operations safer and more compatible with the surrounding community.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

Yes. This would be one of my top three priorities, including significant modernization of Title IX. The implementation of the Boulder Valley Comprehensive Plan provides an important opportunity to comprehensively modernize our land-use code. Boulder should have development regulations that are understandable, internally consistent, predictable, and capable of delivering the outcomes our community wants. I support simplifying unnecessary complexity, establishing clearer timelines, reducing repetitive review, and creating more predictable and less costly pathways for housing, small businesses, adaptive reuse, and redevelopment. Title IX modernization should also expand opportunities for missing-middle housing, ADUs, cooperatives, cottage courts, mixed-use neighborhood centers, and other housing forms while maintaining appropriate environmental, design, infrastructure, and anti-displacement protections. For both a homeowner trying to build an ADU and a small business trying to open its doors, unnecessary time and uncertainty translate directly into higher costs.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

Yes. I support the Recreation and Safety Bond, while also believing that the process needs strongly improved before any debt would be issued by council or any projects move forward. The underlying need is real. Boulder cannot responsibly continue deferring major repairs and replacements to recreation centers, fire stations, public-safety facilities, and other essential infrastructure. Continued delay does not eliminate those costs; it can increase them while residents continue using aging facilities. The current conditions are unacceptable for our frontline workers and community members. I understand that asking voters to authorize as much as \$400 million in debt with an estimated maximum repayment cost of \$650 million is a major decision. Residents deserve clear project scopes, staged borrowing sequencing to mitigate impact to businesses and renters, performance auditor oversight, and a detailed public dashboard including updated cost estimates, project schedules, expenditures, performance measures, and lifecycle-cost analysis. I want to note as well, that I question whether the proposed municipal building maintenance (priced at \$30 million dollars) should be prioritized within a measure presented to voters primarily around recreation and public-safety infrastructure. I would prefer to see us fund OSMP maintenance which also has a \$30 million dollar backlog and seems more relevant to the bond. These standards and safeguards should have been established before this measure was placed on the ballot, and it's not too late for council to implement these changes. If the measure passes and I am elected, I will push aggressively for these safeguards and conditions before Council authorizes debt issuance and major project expenditures.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I support the goal of ensuring that public spaces remain safe and accessible, but I would not support these three policies exactly as written without important qualifications. I support consistent enforcement of laws governing public spaces when adequate and accessible alternatives exist. However, enforcement alone does not resolve homelessness and can simply move people from one location to another. I support moving service delivery out of parks when services can instead be provided through appropriate centralized facilities that are safer and more effective for both clients and

the broader community. I also support prioritizing intensive, long-term resources for people with established ties to Boulder and Boulder County, while ensuring that people without those ties can receive short-term assistance, stabilization, and connections to services or transportation appropriate to their circumstances. Ultimately, the best homelessness strategy combines clear expectations for public spaces with prevention, shelter, behavioral-health services, housing pathways, coordinated case management, and measurable accountability for outcomes. Businesses and residents deserve safe and welcoming public spaces, and unhoused people deserve effective pathways out of homelessness.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Yes — I commit to aggressively pursuing the housing production necessary to address Boulder's shortage, including the approximately 10,700 additional units identified as necessary over the next decade. Housing affordability is fundamentally connected to Boulder's economic vitality. When teachers, service workers, nurses, firefighters, young professionals, and employees of local businesses cannot afford to live here, businesses struggle to recruit and retain workers and our community loses people who contribute to its success. I would pursue this goal primarily through infill, redevelopment, adaptive reuse, missing-middle housing, ADUs, cooperatives, mixed-use development, and additional housing near transit and existing services. I also support substantial permanently affordable and middle-income/workforce housing. If/when we begin to develop Area III -- I want to see that we mandate that the homes that are built will be primarily permanently affordable and middle-income home ownership opportunities. The exact number of units ultimately produced will depend on market conditions, infrastructure, financing, and individual development decisions, but Council should create the regulatory environment necessary for Boulder to meet the scale of its housing challenge rather than allowing process and outdated regulations to make that goal impossible.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

Yes — absolutely. A strong economy is essential to Boulder's ability to provide the public services and quality of life our community values. Boulder's economic vitality and progressive community priorities should not be treated as competing goals. A healthy local economy provides jobs, supports locally owned businesses, strengthens our tax base, and generates the revenue necessary to fund parks, libraries, transportation,

affordable housing, human services, climate programs, public safety, and other essential services. As a political economist, I am particularly interested in these connections. Economic policy is not simply about increasing economic activity; it is about understanding how housing, labor, businesses, taxation, land use, infrastructure, and public investment interact and designing policies that allow the entire community to thrive. I support responsible job growth and business formation, particularly where it strengthens Boulder's economic resilience, creates quality employment, and complements our community's environmental and social goals.

What are your top three proposals for strengthening Boulder's economy?

1. Make Boulder easier and more predictable for small businesses, entrepreneurs, and investment. I would streamline permitting and development review, modernize Title IX, establish clearer timelines, improve navigation assistance for small businesses, and make adaptive reuse of vacant and underutilized commercial spaces easier. Every unnecessary month spent navigating city processes costs businesses money and can determine whether a local entrepreneur is able to open at all.
2. Address housing and transportation as economic infrastructure. Boulder cannot maintain a strong workforce if the people who work here increasingly cannot afford to live here. I would expand middle-income, workforce, permanently affordable, missing-middle, cooperative, and mixed- use housing—particularly near jobs, transit, and services—while improving safe and reliable transportation options. Reducing the combined cost of housing and commuting will strengthen employee recruitment and retention and help businesses compete for workers.
3. Strengthen Boulder's commercial districts and locally owned business ecosystem. I would like to see us find a pathway for coordinated investment in downtown and other commercial districts, support locally owned businesses with targeted grants and technical assistance, encourage redevelopment and adaptive reuse of vacant spaces, improve public safety in public spaces, enhance transportation connections, and strengthen partnerships among the city, Chamber, CU Boulder, entrepreneurs, arts and cultural organizations, and other community institutions. With Sundance bringing increased national and international attention to Boulder, we have an extraordinary opportunity to strengthen our visitor economy while ensuring that the long-term benefits flow to the local businesses, workers, cultural institutions, and community spaces that make Boulder distinctive.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

I would have voted to send it to the ballot, and I still support it. Since 2019 downtown has shed something like a fifth of its property value and about a tenth of the sales tax it used to send the city. That is the money that plows our roads and staffs our fire stations, so when downtown and the Hill slip, everyone's services slip with them, whether or not you have set foot on the Mall this year. A DDA is a simple idea wearing complicated clothes. You draw a boundary, set a baseline, and for a defined period the growth above that baseline gets reinvested inside the boundary instead of dispersing into the general fund. Fort Collins created its DDA in 1981 and Longmont in 1982, and Longmont reports north of \$200 million in public and private investment downtown since. We are late to this, not early. That said, it did not lose on the merits. It lost on the homework. The Library District, whose main branch sits inside the boundary, learned about it late enough to object. The county and the school district had no formal position. When you unify PLAN-Boulder and the Boulder Progressives against you, the problem is rarely the policy. Since it is not on the ballot, the useful question is what we do between now and the next attempt. Two things. First, the groundwork for round two, started early rather than three weeks before a filing deadline: sit down with the library district, the county, the school district, and the neighborhoods early enough that their fingerprints are on the proposal instead of on the opposition, name the first five projects with costs and dates attached, and publish the baseline, the increment math, and what success looks like once money starts coming in, so anyone can check our work.

Second, and more urgently, the things council can do now without asking anyone's permission. Make change of use by right, so turning a dead office into a nail salon is not a year of review. Stop triggering full building code upgrades on modest conversions, which is what kills small tenant improvements before they start. Retract the ground floor commercial mandate in mixed use. Publish a plain language guide for every permit type, and publish the median days from application to decision every quarter. Make it easier to run real pop-up programming, especially around Sundance. Let the city act as a tenant where we have the need anyway. That list matters more than it sounds, because it is also rent policy. A tenant signs a lease and starts paying rent on day one, then waits through review before they can open. Fourteen months of rent with no revenue is a rent problem our own process created. Cutting that timeline is the fastest rent relief the city can actually deliver, and it does not cost us a dollar.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

Yes, and I want it finished rather than perpetually underway. Fully staffing the department is the part that is not complicated: a plan that depends on officers we have not hired is a plan on paper. I have also said I want officers walking Pearl Street and the Boulder Creek path, because presence in the places people actually use is worth more than another strategy document. Where I would add something is on the back end. Reimagine Policing is a multi-year plan with a lot of distinct pieces in it, and I have not seen a public accounting of which pieces did what they were supposed to do. That is the same complaint I have about most of what we fund. So implement it fully, and publish for each element what it was meant to accomplish, the measure, and where we actually landed. I would attach one standard to that, the same one I would attach anywhere else in the budget: measure completions, not activity. A count of activities is not progress toward a goal, and a dashboard full of them will tell you an organization is busy without ever telling you whether it is winning. If a component is working, we should be able to prove it and fund it with confidence instead of hope. If one is not, council needs an ordinary, undramatic way to say so and redirect the money. This is not a criticism of our officers. It is the same standard I would apply to every department in the building, including the ones I like.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

Yes, I would have voted against the increase for 2027, and I want to be precise about what that means, because this argument gets flattened constantly. I am not against Boulder's minimum wage climbing. I am against the tip offset staying frozen in nominal dollars while it does. Colorado's offset has been \$3.02 since Amendment 42 passed in 2006, which meant something like 44 percent of the base wage then and closer to 18 percent now. Nobody voted for that erosion. It happened by arithmetic, and it landed entirely on the businesses with the thinnest margins in town. The cleanest version of this is not a freeze and not a giveaway. Index the offset to a fixed percentage of the base wage so it holds its intended proportion, keep the overall minimum moving toward Denver's, and publish the effects so we can check our work in two years instead of arguing from anecdote. Tipped workers still clear the full minimum on tips, and a restaurant that closes pays nothing at all. I will also concede the honest counterargument, which is that Denver operates under the same \$3.02 credit and its restaurants are doing better than ours. That tells me the credit is not the only thing squeezing Boulder operators, and it points straight back at rent, permitting, and the cost

of getting a door open here. A restaurant that pays fourteen months of rent waiting on review has a labor-cost problem the wage ordinance did not create. Those are the levers I want to pull hardest.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

N/A

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

This is the reason I am running, so yes, and it is first on my list rather than third. Our municipal code is far too big and complex for a city our size, and the policies stacked on top of it are worse. A resident, a small business owner, or a nonprofit should not need to hire a consultant to talk to their own government. I am tired of hearing that we want affordable housing and then watching us make the economics of building it impossible, and I am tired of hearing that we have too many empty storefronts on Pearl while somebody trying to open a restaurant is fourteen months into a Kafkaesque permitting process. It's the same problem. Busted city processes are why we cannot build housing, why it takes forever to open a business, and why North Boulder could not replace a playground. On Title 9, I want the rewrite done in-house rather than bought. Regular council members put it in place, so regular council members should be able to untangle it, working alongside staff and planning board. That partnership is not a courtesy, it is how the thing survives contact with reality. In a council- manager city you can win the vote and still get nothing, because what you voted for has to survive a work plan, a budget cycle, and a hundred small implementation decisions you will never see. Staff are the people who actually know how the machine works, which means any reform they do not own will struggle. It is also cheaper than the consultants we would otherwise hire to hand us model language nobody here owns. I have read enough of the current code to know what we are dealing with: last year's form-based code relocation left broken cross-references sitting in the text, including a section that points readers to swimming pool rules at a citation that is actually transportation demand management. Nobody swept up behind it. How you would know it worked: publish the median days from application to decision and the share of applications clearing review by right, every quarter. If that median does not fall, the reform did not reform anything and we should say so out loud.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

No. My answer is not never. It is not yet, and I want to be precise about why. Our closest analogue for the projects we are discussing with this bond is Alpine-Balsam and the Western City Campus. In early 2019, council was shown a Pavilion renovation preliminarily estimated at \$48 to \$58 million. Within months the broader financing picture had reached roughly \$90 to \$120 million once debt repayment and the larger costs surrounding the project were counted. The construction estimate didn't simply explode. It was never the whole number in the first place. Cost growth on that site has several distinct causes that need different fixes: scope growth council itself approved, estimating error, market escalation, and incomplete accounting of what was in the number. Today, using publicly available figures, you can construct a number north of \$300 million: roughly \$40 million for acquisition, \$16 million for deconstruction, the \$140 million appropriated in 2025, and projected debt- service costs. But the fact that citizens have to construct that number themselves is exactly the problem. The city now says the Western City Campus itself is closer to \$128 million and acknowledges that some infrastructure and other costs span both the campus and housing portions of the site. There is still no single public table showing the full project from acquisition forward: budget versus actual, spent and committed, by year, phase and funding source. The city argues, fairly, that consolidation will avoid millions in maintenance on failing buildings and eventually generate proceeds from surplus property. Those offsets belong in the accounting too. My objection is that voters still don't have that accounting. Now look at what Ordinance 8758 carries. The ordinance itself contains no quarterly variance-reporting requirement, no threshold that automatically returns a materially drifting project to council, and no independent project- audit requirement. The ballot language authorizes \$400 million in borrowing with a maximum repayment cost of \$650 million, while describing the proposed projects as things the money could fund "such as" the facilities listed. We would be approving the largest bond authorization in the city's history without first putting stronger project-management rails around it. I am voting no, and I want these buildings. South Boulder deserves a high quality rec center. Our police deserve to work in a facility that doesn't have tarps all over in case a water pipe breaks. The path back is short. Publish the consolidated Alpine-Balsam accounting before November: spent and committed, by source, by year and by phase, including debt service and projected offsets. If we can produce that in eight weeks, it tells voters something real. If we cannot, that tells them something too. Then come back with a

binding project list, regular public variance reporting, automatic council review when projects materially

exceed budget, and independent oversight. I will help make the case for that bond. We should prove to taxpayers that we can account for project spending before we ask them to guarantee a generation of debt against it.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

First, every resident, housed or unhoused, deserves respect, period. Second, we need to stop treating unhoused people as a single bloc. There are a lot of different stories and a lot of different reasons somebody ends up on the street, which means we need a diversity of solutions rather than one program we can point at. Enforcement without somewhere to send people is just moving a problem around the map at public expense, and I am not interested in paying for that. That said, shared spaces require that all of us treat them responsibly. Pitching a tent along Boulder Creek is not sharing, it is claiming, and leaving trash behind or smoking meth in a public space is not treating it responsibly. I believe it is a small minority of people doing these things, and the rest of the unhoused population is harmed by it as much as anyone. Enforcing the rules already on our books is the baseline, not an escalation. On services in parks, the objection is siting rather than services. We need to work to collect services and focus them around All Roads where they can do the most good and work in concert more easily. On local ties, I support prioritization. Boulder cannot solve regional homelessness alone, and pretending we can is how we end up serving nobody well. That is a case for a genuine county and regional funding arrangement, not just a rule about who gets in line first.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Yes, though I would rather commit to removing the things standing in the way of 10,700 units than to the number itself, because a goal is not a plan and we have a long history in this town of adopting the first and skipping the second. Chapter 4 of the BVCP is the best starting point for real zoning reform I have seen here, and it is still a vision for a map rather than a change to the code. What actually gets us there: rewrite Title 9 so more projects proceed by right, allow a genuine diversity of housing types in all

residential areas, make change of use of an existing building simple, and revise the ground floor commercial requirements in mixed use, which have handed us a lot of empty ground floors and not much commerce. Add density along our transit corridors, where the infrastructure is already paid for. I would also look hard at land cost, since it is most of the number on the sticker. A community land trust on the eastern half of Valmont Park is the specific idea I keep coming back to. Then there is the part we do to ourselves. We keep adding requirements to the building itself, most recently on the energy side, and each one arrives as a mandate at the point of permit rather than as a choice. Individually they are all defensible. Stacked, they are a per-unit cost that lands hardest on exactly the units we say we want, because a premium a luxury project absorbs quietly is the difference between building and not building on a small middle-income one. I would move the bulk of our green requirements out of the mandate column and into the incentive column: rebates, fee offsets, and faster or by-right treatment for projects that beat the baseline, funded in part by the climate revenue we already collect. That way we are buying the outcome rather than ordering it, and the cost sits with the whole community that wants it rather than on the marginal home. A rule that makes a home unbuildable has not saved any carbon.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

Yes, and I would put it more plainly than the question does: our economy is how we pay for everything else we say we care about. Sales tax is the volatile leg of our revenue stool, and when downtown and the Hill soften, the money that funds open space, fire, and human services softens with them. People who treat the business community as a separate interest group have not looked at where the general fund comes from. We are also a city of unusually driven people. PhDs out of CU and grads out of Boulder High should be able to start something here and hire a team that can afford to live here too. The version of Boulder I want in ten years has both more Michelin stars and more dollar slices, more mom and pops than corporate flagships, more Dark Horses and Tom's Taverns. That takes jobs at a range of wages, which takes businesses at a range of sizes, which takes a city government that gets out of the way of both.

What are your top three proposals for strengthening Boulder's economy?

1. Rewrite Title 9 and put a clock on our review process. Do the rewrite in-house with staff, planning board, and representatives of the various developers who deal with the pain of our current system every day rather than buying model language from consultants. Reset thresholds so far more projects proceed by right, publish a plain permit guide for every permit type so applicants learn the requirements before they

spend money discovering them, and publish the median days from application to decision every quarter. We already proved the specific version works: minor use review took median business approval from nearly seven months to weeks in 2024. Do that again, on purpose, across the code.

2. Reactivate downtown and our empty commercial space with the code rather than a tax. Make change of use by right, so a dead office becomes a nail salon without a year of review. Stop triggering full building code upgrades on modest conversions, which is what kills small tenant improvements before they start. Retract the ground floor commercial mandate in mixed use. Make it easier to run real pop-up programming, especially around Sundance, and let the city act as a tenant where we have the need anyway. Then bring the DDA back properly socialized, with the first five projects, costs, and timelines named.

3. House the workforce that runs the city. Teachers, first responders, and civil servants who commute in are a recruitment problem for every employer in town, not just for the city. That means supply through code reform, targeted affordability programs aimed at those workers, and looking at taking land cost out of the price of a home through community land trusts.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

Downtown and University Hill have real problems right now, a persistent high level of vacancies, falling property values, and sales tax revenue that hasn't kept pace. The DDA is about addressing those challenges while growing the pie for the whole community, an approach I really like. My no was about the community's readiness to make such a big decision. I found we were not ready in at least two ways.

First, we had clarity on the DDA as a financing tool but not on the underlying policy questions it would need to answer. How much should revitalization focus on commercial vacancies versus the wider public realm? What role should private building owners and investors play, and what actually moves them? How much should go to public amenities versus inducing private deals? I raised these questions at the August 6 meeting, and I think the elected council needs to work through them before committing to a 30-year financing program, not hand that work to a lower body after the fact.

Second, the DDA's tax increment financing would have reached into citywide, voter-approved dedicated funds for Open Space, transportation, and parks, and it would have handed that decision to roughly 2,500 to 3,000 downtown voters instead of the city as a whole. I don't think we can place that kind of bet with money residents dedicated to other purposes without a much clearer case for it. I know the idea is to create guardrails for how the rest of the city is potentially impacted. It's incumbent on the DDA proposal to make the case to the wider community that it's a good idea, and we didn't get there. Part of that case is something as basic as how you set the baseline year a DDA measures its own success against. Get that wrong, or leave it unclear, and residents have no real way to trust whether the DDA is generating new growth or just claiming credit for growth that would have happened anyway. Boulder County, BVSD, and the library all share in the citywide taxes this would touch, and they deserve that same clarity, along with real safeguards for what happens if things don't turn out the way proponents theorize. That's the kind of specific, concrete trust the community needs before a commitment like this, not just confidence in the concept. I want to keep working on downtown now, with or without a DDA. That means permitting and fee reform, partnering with the Downtown Boulder Partnership on activation, piloting investments like public restrooms and a transit circulator, and ending Xcel's power outages, which have already cost downtown businesses real revenue and inventory.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

I want to see Reimagine Policing implemented with real transparency and accountability, and that includes making sure the department has the people, training, and facilities to do the job well. Boulder is five years into an oversight process built around national experts and standards, and I want that work to continue and deepen rather than stall out. Facilities are part of this. Boulder's police headquarters is part of a \$400 million citywide deferred maintenance backlog, and I've pushed for a plan that funds that fix without forcing the police station to compete against firehouses and rec centers for scraps. Officers deserve a building that matches the job we ask of them. I also see policing as one part of a broader public safety system. The CARE program matches behavioral health calls to a clinician instead of an officer, at lower cost and with better outcomes for everyone involved, and I want to keep expanding that kind of response alongside strong core policing, not as a replacement for it. I want to keep working on the root causes underneath a lot of what shows up as a public safety problem, not just the response to it. I was glad to be part of opening the city's homelessness services day shelter, which gives people somewhere real to go instead of a park bench or a police call. And a safe, orderly public realm is about more than policing alone, which is why I co-led council's workplan item to improve bicycle security and parking with Tara Winer, so residents can trust both their bikes and their public spaces.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

Business owners are absorbing a lot right now and it's a big problem. This is also an issue where my own thinking has moved as I've listened and learned on council. I grew up working the cash register at my family's convenience store in a small town in Oregon, and my family was sensitive to every cost increase. At a young age I was taught to be skeptical of minimum wage increases, and I carry that with me. Since then, I've come to see that workers have had more and more stacked against them, and if we don't build in real safeguards for their affordability, we pay for it somewhere else, in families with kids who can't afford to stay here and in rising homelessness. Boulder raised its minimum wage to \$15.57 in 2025 with 8 percent increases scheduled in each following year, and I voted for that. Before casting that vote, I asked detailed questions about which Boulder businesses and city contractors rely most heavily on minimum wage workers, because a decision that touches people's paychecks and small businesses' survival deserves evidence behind it. In 2026, I voted to keep those scheduled increases intact against a

push to expand the tip credit, which would have effectively cut pay for some of Boulder's lowest-paid workers. It can't all fall on the backs of small businesses, though. We need to find ways to make the business environment to rise the tide for everyone, and we're not where we need to be in Boulder yet. I'm committed to helping us get on a better track, and I'm heartened by the work Nicole and Matt are leading on the restaurant task force, digging into what's actually possible here for workers and business owners alike. My view is that a lower tipped minimum wage shouldn't exist at all. Tipping as a substitute for a guaranteed wage leaves workers exposed to unpredictable income, and it falls hardest on women and lower-income workers. I'd rather see Boulder keep closing that gap toward one guaranteed fair wage for everyone, while continuing to look for real ways to help businesses with their cost pressures that don't come out of workers' paychecks, cutting red tape, ending Xcel's outages, and turning around commercial vacancies among them.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

This is two different questions. Keeping the airport operating into the indefinite future is one. Accepting FAA funding is another, since it commits the city to dedicating the land to an airport and running an airport business in perpetuity. I voted yes to operate the airport indefinitely on July 23 (vote was 6-3) and no to operate it in perpetuity on September 17 (vote was 6-2). On keeping the airport operating long term, yes. I support a long-term commitment to the airport. It's an important generator of economic activity, and it supports real businesses, scientific research, and emergency response. That's why I voted yes on July 23. I also proposed an alternative path at that meeting, a motion to approve continued operation of the airport paired with a one-year pause on new FAA-covenant obligations, so the city could do due diligence on the perpetuity question. That motion didn't pass. On accepting FAA funding, no. We have not met a high enough standard to commit to operating the airport forever on the terms FAA funding requires. FAA covenants adopted in 2022 mean that any dollar Boulder spends on the airport creates a perpetuity obligation, holding onto significant public land and operating an airport business indefinitely. So on September 17 I voted not to accept FAA grants on those terms without a full analysis of the long-term costs and liabilities, and without a real demonstration that we'd looked hard enough at revenue opportunities of our own. This issue pits a real, near-term cash constraint against long-term financial stewardship, and I didn't think Boulder had struck that balance right. My position was and is to keep supporting the airport's long-term future while getting Boulder the best deal, strong local control, and a clear-eyed view of the perpetuity obligation before making such a far-reaching commitment.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

I support rewriting Title 9, and I think now is the right time, with the Boulder Valley Comprehensive Plan process and its zoning reform wrapping up. We've spent the past several years legalizing middle housing, eliminating parking minimums, and reframing transportation around access. Rewriting Title 9 is what turns those changes into homes and permits people can actually get, rather than leaving them on paper. I want the rewrite to remove barriers instead of adding new ones. That means no legally mandated minimum lot size, a clear path to lot-splitting by right, and predictable standards for infrastructure, water, sewer, access, and fire safety, so projects reliably get built instead of stalling in review. I also want to build on the "straightforward" review category we already created, which lets routine projects skip mandatory Planning Board review, and keep extending that same instinct across the rest of the code.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

Boulder is carrying more than \$400 million in unfunded deferred maintenance across fifteen failing public buildings, out of more than \$500 million in deferred maintenance citywide, hitting our police station, fire stations, and recreation centers hardest. Mark Wallach and I put that number in front of the community earlier this year in an op-ed for Boulder Reporting Lab, to daylight the situation instead of leaving it for a future council to inherit. This November, Boulder voters get to decide whether to take care of the problem and modernize our public buildings citywide. The list includes a new South Boulder Recreation Center with a lap pool (\$65M), an upgraded North Boulder Recreation Center with a co-located Age Well Center (\$72M), Fire Stations No. 1 and No. 5 (\$7M combined), a rebuilt Public Safety Center and 911 dispatch (\$170M), a Municipal Services Center for fleet and emergency operations (\$100M), and renovation of the Penfield Tate II building, which will keep housing council and gain new community gathering space (\$30M). If the city borrows the full \$400 million, the owner of a \$1 million home would pay about \$400 more a year in property taxes for 20 years, and borrowing less or spreading it out would mean a smaller impact in the early years. I've wrestled with asking Boulder households and businesses to take this on, and here's how I landed on yes. It avoids harmful, unequal service cuts. There's no savings fund or padding at a scale to fix these buildings on its own, so without the measure, conditions at the police station, fire stations, and rec centers keep worsening, and that shows up eventually as service cuts that fall hardest on the people who can least absorb them, at

a time when households are already managing the BVSD reorganization, power outages, and wildfire risk. It's also the lowest-cost path over time, since deferred maintenance gets more expensive every year we wait, and funding all fifteen buildings together instead of lurching from one emergency repair to the next is how we get the best value for every dollar residents put in. And voters are the ones setting the ceiling, not the spending itself. The \$400 million figure is a cap, and actual spending on each facility still comes back to a future council for approval, project by project, so residents feel this measure only in the amounts a council actually approves. Boulder is ahead of the curve in a lot of ways that give me confidence here. Our 2021 Facilities Master Plan gives us a complete, expert view of our entire building portfolio, our Long-Term Financial Strategy work, which I serve on, is aimed at making costs like this one visible years in advance instead of showing up as a surprise, and the city's move toward consolidating public buildings, started multiple councils ago, is a proven way to bring down long-term costs across the portfolio. The next phase I want to see is a capital renewal fund that reflects our facility needs citywide across departments, and a public-facing financial health dashboard that lays out the city's long-term picture in full, including how exposed Boulder is from relying too heavily on sales tax and one-time funds, an oversight idea my colleague Tina Marquis has also pushed for. Both belong in the next phase of our Long-Term Financial Strategy work, with council

oversight built in from the start, so residents can hold future councils to having them in place before facilities investments under this measure move forward.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

One of this council's important achievements has been updating our overall homelessness strategy through the Clutch report, and one of its recommendations is to move further toward delivering services through the day shelter rather than in parks. I'm cautiously supportive of that shift, done in a way that's smooth, thoughtful, and gradual. We need to be careful about abrupt changes that land badly on the people we're actually trying to serve, and just as careful about disrupting the ecosystem of service providers who've been a mainstay of this work, so they can keep doing their best work and stick with it. We also need to keep learning and adjusting as we go, paying close attention to how this is working on the ground, not just how it looks on paper. On prioritizing services for people with ties to the local community, for now I'm supporting

the shelter's experiment with this approach. I don't want to turn people away, and I recognize we're already doing that in practice, because we don't have enough resources to serve everyone and need some way to prioritize. I think this approach is fraught, and I'm backing it with the intention that we learn more about how it actually works before treating it as settled policy. On strict enforcement of the rough sleeping ban, people sleeping outside in our parks and paths is a costly, painful dysfunction we need to move beyond, and I do support a firm approach to moving people along when they have somewhere else to go. The real problem is that people experiencing homelessness often don't have enough places to go right now, and that's partly just a matter of physics, since they have to be somewhere. Encampment sweeps are necessary, but we have to be careful they don't just push people further into open space, which can worsen wildfire risk from people who are growing more and more desperate. The good news is we've made real progress on homelessness, according to Boulder's point-in-time counts, and I want to keep building on what is working as we go forward, learning, and iterating.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

We've made major reforms to the Boulder Valley Comprehensive Plan to allow and encourage more diverse types of middle housing, and that's what makes this conversation possible in the first place. I led on land use and zoning reform in the BVCP built around 15-minute neighborhoods and transit-oriented development, an access-focused approach to planning I've been a leading voice for, so housing and transportation get decided together instead of apart. We've backed that up with real city code changes. This council has legalized more than 15,000 additional homes through middle housing reform, duplexes, triplexes, and cottage courts woven into existing neighborhoods, and adopted a form-based code enabling roughly 5,000 more homes in East Boulder. The city has approved 487 units through site review so far, including 324 permanently affordable homes, with 761 more at the concept stage. Getting to the scale Boulder actually needs means keeping all of this moving together. Keep legalizing diverse middle housing types and use a rewritten Title 9 to clear the remaining barriers, including lot-splitting by right. Tackle the cost drivers underneath supply itself, the cost of land, materials, labor, and permitting, and build better financing tools for things like ADUs. And keep treating housing and transportation as one cost of living, since what it costs to get around from where you live is as real an expense as rent.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

My vision is a Boulder economy that rises the tide for everyone while making the whole Boulder community financially strong. When local businesses flourish and workers can afford to stay as residents, the tax revenue that follows is what funds the services this whole community depends on. I grew up ringing up customers in my family's small-town convenience store, and my dad, at 83, is still working there, using it as his retirement. Building an economy where people like him can actually retire, and where the next generation of small business owners can succeed him, is personal to me. That's part of why I led the effort to make worker cooperatives a city program area, giving Boulder's aging business owners a real path to pass their businesses on to local workers and local owners. I'm also focused on strengthening the assets that give Boulder's economy its edge, deepening our partnerships with CU Boulder in quantum computing and climate science, and supporting activation on University Hill. Getting there takes real, long-term consensus among residents, workers, and business owners together. Part of building an economy that works best for Boulder is being planful, and that means holding big decisions to standards commensurate with their potential impact. That's why I voted no on the Downtown Development Authority and no on accepting FAA funding for the airport as proposed, because neither decision met a high enough standard for the ramifications. As a member of the Long-Term Financial Strategy committee, I've been a leading council voice on the reality that Boulder is sitting on a lot of unmanaged liabilities, in part because past major commitments went forward without fully planning for the future. A strong local economy depends on the city being disciplined about decisions that make major commitments long into the future.

What are your top three proposals for strengthening Boulder's economy?

First, cut the red tape that slows down permits and adds cost for businesses and housing alike, including a full rewrite of Title 9, so investing in Boulder is faster and more predictable. As part of that, develop a cross-departmental customer service hub that gets permitting and all other questions authoritatively answered by a concierge in a timely way.

Second, end Xcel's power outages and build local energy resilience. A single 2024 shutoff cost local businesses more than \$1.6 million in lost revenue, wages, and inventory, and unreliable power is a direct hit to the bottom line of every business in this city. We need a new paradigm in our relationship with Xcel and the energy system.

Third, keep the cost of living down for the workers and customers a strong economy depends on, more housing options near where people work, real transit, and wages that

let people afford to stay, paired with a city budget disciplined enough to fix our facilities backlog without dumping new costs on businesses all at once.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

I'm still educating myself about DDA's and other tools to help downtown economic development. I recognize that there appears to be a track record of successful use by other Colorado cities. And the concept of using some of the taxes raised in the district to help the district, rather than try to find money elsewhere, holds some appeal. But another perspective I've heard many times since the Aug. 6th meeting is that the redirection of increases in voter-approved designated taxes is somehow undemocratic. Even when presented with the argument that proper reinvestments can lead to revenue increases that benefit those designated programs, I have heard confusion, suspicion and even the word "betrayal". That's a big negative: the feeling that this is an undemocratic breach of trust. As far as alternatives--I'm in the process of educating myself about economic vitality strategies. Pop-ups and events make sense. I am also very interested in exploring the feasibility of a commercial land trust for downtown, modeled in part on the work of the Urban Land Conservancy in Denver

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

N/A

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

Other restaurants in town use different models, such as pooled tips or automatic service charges, that seem to work well for both the workers and the owners. We should focus on promoting local restaurants, not on measures that would negatively impact wage increases for their workers.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I don't think voting in support on July 23rd completely closed the door on other uses of the airport in the distant future. For now, I'm particularly interested in what other productive uses of the land may be possible while continuing to operate the airport.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

N/A

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

Although I'm not happy about how we got here, I will vote for 8758 because the cost of waiting will only increase. We will need strong public oversight and attention to opportunities to value engineer savings. If voters reject 8758, the problems remain, we go back with a smaller ask next year, and end up paying higher costs for less work.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

If we are going to enforce Policy 1, I want to be sure we have enough beds for everyone sleeping outside. I'm not sure that we do. I support limiting the delivery of services in public parks but not elimination. A public park may be the only place we can reach some of the folks who need services.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

I support: --Increasing from 350 ft, the distance from transit corridors that gives duplexes and triplexes a by-right use. --adjustments in the land use code to make middle-income projects --Studying city-owned parcels on the "urban edge" of the Area III Planning Reserve for both middle-income market rate and permanently affordable housing.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

N/A

What are your top three proposals for strengthening Boulder's economy?

--create more permanently affordable and middle income housing so that more of our workforce--the people who make Boulder work--can also live here --Making it easier for businesses to set up or convert commercial space --making it easier for workers to get around town using transportation other than cars and making it easier for workers who commute to get in and out of town without a car

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

I supported the proposed Downtown Development Authority, despite serious concerns about making a 30-year commitment to a tax-increment financing district. I saw the DDA as more than an effort to enhance downtown beautification. It was an opportunity to invest in downtown and the Hill to create a more level playing field for people who want to start and grow businesses in Boulder.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

I support the full implementation of the Reimagine Policing Plan, including the recommended goal of 205 officers. The Reimagine Policing Plan relies on the increase in staffing to have officers commit approximately 40% of their time with prevention and community problem solving. Also important is the Plan's call for de-escalation training, diverse recruitment and youth engagement.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I would have voted against the increase of minimum wage for tipped workers because the increase in these workers' base wage will increase costs our restaurants face when this subset of workers tend to make much better than the minimum wage through tips. Boulder is a foodie town, and our iconic restaurants are small businesses., are already facing thin margins, and I would not support making it more difficult to do business in Boulder to favor a particular subset of workers who are already making more money than their colleagues doing dishes or cooking food.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I value Boulder Municipal Airport even though it is not something I will use. I always felt the effort to take over the land was based on bad legal advice. The federal government's partial funding of the easement to support an earth berm for the taxiway created the continuing airport obligation. It would have been irresponsible to forego the federal grants that help fund capital improvements at the airport. Even if I felt the airport was used predominately by hobbyists, which it's not, that still would not have weakened the federal government's argument in favor of the continuing obligation.

If elected, would you make streamlining and expediting Boulder’s planning review and permitting processes a top-three priority, including significant revision of Title 9?

I answered no on this question because of the condition related to a significant rewrite of the Land Use Code. In terms of my priority rank, expediting development review and permitting processes is a part of my priority for improving our economic vitality. While I would be open to some revision of the Land Use Code, I would not want to eliminate important reviews and a public process afforded under the current Title 9. Even with these reviews, reducing the time to get a permit should be able to be achieved through improved staffing and improved permit processing.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

I do not support the \$400 million bond proposal. It would amount to the largest property tax increase in Boulder's history, when the city has not made the case that it has spent taxpayer money wisely and prudently. Simply put, the community does not trust the city will get back on track with handling deferred maintenance with another \$400 million. Given the community's lack of trust and the ambiguity about how the city intends to use the funds, this bond measure hasn't earned Boulder support.

Which of the following elements of Boulder’s homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

I support addressing homelessness through the recommendations in the Clutch Report. It reaches a good balance in helping Boulder reclaim its public spaces in a compassionate way. The rapid exit assistance will also help keep people who do not have ties to Boulder from becoming part of Boulder homeless population. Although there is still a substantial homeless population that stays along Boulder Creek and along Pearl Street, there are signs that this situation is gradually improving. I also believe that work associated with the upcoming improvements to the Boulder Creek Park/Central Park will be an opportunity to further reclaim this important space for Boulder residents.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

I support reasonable growth policies to increase the supply of missing middle and permanently affordable housing in Boulder. However, the Denver Regional Council of Governments' 2024 recommendation of 10,700 housing units illustrates how a well-intentioned study can stumble when it lacks practicality. Over the past decade, Boulder has created on average approximately 300 new units a year. At this point, Boulder does not have the infrastructure or the resources to develop housing at rate more than three times what we currently do a year, sustained over the next decade. As an example, the time it takes to get construction permits would exponentially increase if we were to try to bring on 10,000 housing units over that period of time.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

A thriving local economy creates opportunities for residents, help local businesses succeed and funds the revenue needed to sustain the public services that make Boulder a great place to live, work, study and visit. Boulder has real economic strengths: a highly educated workforce, innovative businesses, the University of Colorado, nationally recognized federal laboratories, a celebrated downtown and a quality of life that attracts people from around the world. To build on these strengths, our local business community needs our support. Boulder businesses face high rents, workforce shortages, public-safety concerns and a permitting system that can delay openings or renovations. Boulder should continue to support local businesses that help distinguish us from the towns that surround us. The shops, restaurants and services on Pearl Street, at Twenty Ninth Street, in Table Mesa, in North Boulder and along East Arapahoe all serve today's Boulder. While we should welcome national companies that want to do business here, we should also foster local businesses that help deliver the unique Boulder experience. They create jobs, keep money circulating locally and make our commercial areas more interesting and inviting.

What are your top three proposals for strengthening Boulder's economy?

First, I support policies that would make it quicker to open and operate a business in Boulder. Clear requirements with coordinated reviews and reduced permitting times can help reduce this obstacle. We should work with local businesses to identify unnecessary costs and delays, and address them. I don't want to weaken the protections to our community that are built into our codes and regulations, and our city

should help business and shop owners navigate these regulations. Helping businesses already here succeed should be a central part of our economic strategy.

Second, I would invest in making downtown and our other commercial districts places where people want to spend time. Clean, safe and accessible public spaces, consistent enforcement of our laws, and effective services for people experiencing homelessness or needing treatment are essential. I would support reexamining a Downtown Development Authority with clear Council oversight, alongside arts, markets and family activities that support businesses throughout the year. Planning for Sundance should give local businesses a real opportunity to benefit while managing disruptions for residents and workers.

Third, I would connect our economic strategy with housing and transportation. Making it more attractive for employee of Boulder's businesses to be able to find housing in Boulder and having transportation options that can be used year-round are part of the answer. I support middle- income options and permanently affordable housing near jobs, services and transit, while preserving space for businesses to operate and expand.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

City of Boulder residents have contributed to the development of downtown Boulder since the city's founding. In addition, the voters have approved restricted funds for specific purposes and through the state mandated process, these same voters would not be allowed to weigh in on changes to those restrictions. Corporate personhood is not democratic. Though I support the need to increase resources to support downtown businesses, I do not support undemocratic pathways to get there. Corporations and private equity are not responsible for community benefit but rather profit. Though most downtown businesses are locally owned, there are 15% that are not. This would allow more control for out of state/city representatives to have more power than our voters. This is a slippery slope as our country struggles to maintain the fragile representative democracy we have now. I am open to exploring alternative ways to reinvest in local businesses preferentially through grant funds or rental/overhead assistance with proceeds from a commercial vacancy tax?

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

Policing is the 2nd largest expenditure on our city's budget. We are considering another \$500,000 for three police supervisors. We are considering a \$170 million capital investment for a new police facility. These investments are significantly more expensive than those identified for climate resilience, wildfire mitigation, and energy resilience. These investments also do not align with evidence on how to reduce homelessness and address substance abuse and mental illness. In a survey administered by the Alliance for Safety and Justice, and recognized and reported on by the former Chief of Police in Dallas (source) "Ninety-two percent of law enforcement officers agree that police departments are burdened with social problems that go far beyond traditional crime response. Nearly 90% say the needs of people experiencing drug overdoses, homelessness and mental health crises already outstrip what their departments are equipped or able to provide." Despite this Boulder is drawing back on the resources that would provide police with more time to deal with actual crime rather than crimes of poverty or mental illness, for which they receive very little training and often their only real response is imprisonment which time and time again has been shown to be ineffective and expensive. We need to revisit staffing at the police department to make sure that we're using the City's resources in a way that align with the best available science. I'm for addressing the root causes of crime and public safety.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I do not support increasing tipped minimum wage for 2027. The city approved minimum wage increases in 2024 and needs more data to determine impacts to both minimum wage earners and restaurants. What we do know is that the differential in income that was presented amounts to between a month and two months worth of rent for tipped wage workers every year. That can be life changing money for someone who is just scraping by. We also know that small business owners are suffering the affordability crisis too. Lease rates are increasing, supply chains are dismantling, inflation is rising. We must work to increase support for our local businesses while also addressing egregious commercial vacancies. We must identify solutions that build our strengths and assets like our local food systems. We can also reduce barriers for businesses in permitting and oversight. This is not the time for either/or situations. We must be bold in our investments for sustainable businesses.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

"We are facing a polycrisis that requires as much flexibility as possible. The federal government has pivoted in many critical areas that impacts our city's ability to meet growing needs. We have budget restrictions that makes it difficult to be flexible. In addition, we need to generate solar energy on that airport. It is also important to mention that a yes decision just kicks the can for future litigation. Santa Monica Airport, which is often an example used by proponents to not take FAA funds, spent \$10 million over 10 years. The aviation industry is also in a transformation away from leaded fuel which will address toxic air pollutants. In addition, the industry is converting to electric planes which will reduce noise. "

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

It is difficult to build in Boulder. Most other Colorado cities have shorter Land Use and Development sections of their city code. Boulder is subdivided into 43 zones. Longmont manages to achieve their zoning goals in 17, and Westminster in 15. Boulder has 27 subsections of title IX alone that mention and regulate solar implementation, where Longmont has 8 and Westminster has 6. The idea that these codes are overburdening for anyone to navigate is not controversial. There must be a way to streamline this process while achieving the underlying goals that these codes set out, while also making the process less expensive to residents and businesses, and less arduous for city

employees. We also need to ensure that water efficiency plans are incorporated, onsite renewable energy and storage, and other climate resilience considerations must also be addressed.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

I do believe that local governments must invest in infrastructure whether during economic downturn or not. You only need look at the difference between our city-owned water utility and corporate owned energy utility. We see the difference in cost, affordability, and reliability. The idea of a bond strategy to fund investment in city infrastructure is sound; however, the lack of community buy in is not. In addition, there is a mix in 'nice to haves' versus urgent and important makes the package more difficult to justify. Specifically, we want need to address deferred maintenance. We need pools in our recreation centers as extreme heat due to warmer temps and drier weather. We do not need to continue to expand investments in North and East Boulder to improve showing and fitness centers. We must ensure all recreation centers and pools have the basics before we go into nice to haves.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

Policy 3 if any of them. We don't fix homelessness by making it a problem somewhere else. A lot of cities in red states have tried the first few things, along with hostile architecture and other, more extreme, measures like forcing homeless individuals onto busses and moving them elsewhere. This doesn't solve the problem in the long run. Sustainable solutions need to be sought and that's through services and safety, not costly imprisonment and denying the humanity of these people who are clearly suffering. Also, if the police aren't primarily responsible for addressing homeless populations they can spend their time better focusing on issues they are trained and better suited for like actual crime response and prevention. I support the evidence based approaches of housing, workforce development, substance abuse support, and mental health support. The evidence is clear, the level of sustainable investment is not.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

I support the goal of 10,700. Boulder does need more housing, but according to DRCOG data more than 50% of that housing need is for people with an income between 0-50% of local AMI. Middle income housing doesn't address that need at all. In fact, the smallest area of need is for household incomes of 80%-120% (middle income) though from a housing stock perspective, there is less available. The total predicted middle-income housing need to 2032 is less than 17% of the need of those that have an income of less than 80% AMI and about 12% of the total housing need. Beyond that, lower-income and permanently affordable housing is a better policy for local business. More people living and working in our city = more customers. All of this rolls up to increased Sales and Use tax income for the City.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

N/A

What are your top three proposals for strengthening Boulder's economy?

1. Support local agriculture. Food systems around the world are collapsing. The City of Boulder has 16,000 acres of agricultural land and a plan that was last updated in 2017. The time is now to invest in food infrastructure, access, and sovereignty. This will also allow the City to support local restaurants and growing tourist demands (e.g. Sundance).
2. Housing for Working People and Families. Sales tax is on the decline because most people who work in Boulder live somewhere else. After work, they leave our city and spend money elsewhere. We need to create more housing options downtown and on the east side of town.
3. Create a publically owned solar energy enterprise. This addresses energy affordability as well as reliability. We can anticipate more climate disruptions to our energy grid. We can anticipate that Xcel energy will not meet our carbon emission goals per their own projections in 2027 and 2028. We must create pathways for community/public owned energy infrastructure to support businesses and build climate resilience.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

I did emphatically vote for it. I believe it's a great tool for cities. I will vote for it again, should it come back up.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

We need more officers. Although property crime is down, some of the problems our commercial properties are facing are up. Trespassing and felony menacing are two that need to be better addressed.

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

Initially I was going to vote for an increase in the tip credit but then circumstances arose that were out of Council's control- one of the key councilmembers leaving. So everything changed and there was no way forward. At the same time, the new ownership with the Boulderado was not treating it's workers well and we also heard from the union that represents tipped workers who work for the larger corporations like Marriot. They do not earn well over the minimum wage. That decision to increase tip credit would have negatively affected those workers. So it became complicated. You know how much I care about the restaurants. So let's look for other solutions for now. I am willing to be a part of solutions in any way I can.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I do not want to spend millions of dollars we do not have in lawsuits with the FAA.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

It definitely is one of my top 3. And yes, including significant revision of title 9.

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

I do support it because the staff was able to add language about a lap pool at South Boulder. And I cannot be a hypocrite and now don't support it once they put the

language into the ballot measure I (and many community members in South Boulder) wanted. However, I think the \$400M is too high and will affect businesses disproportionately. I had asked for just a \$200M bond but didn't get any takers from City Council members at the time.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

Our SAMPS team (Safe and Managed Spaces) is doing a great job. And things have gotten better since COVID. However, we need more tools in the toolbox. We need to figure out a way to make a bigger impact in this area. For policy 2, I am not against once a week delivery of services. But right now, it's every day of the week by difference organizations, which is too much. All Roads provides lunch every week day.

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

Yes BUT it needs to be the type of housing families would want to move into. I think we have a lot of market rate rentals, which did bring down the price of rentals, but we don't have many affordable options for families. That is why I support lot splitting. Many families would rather have a small house with a small backyard then have to live in a stacked flat.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

You know I do!!! That has been on my platform since I first ran in 2021. In 2021, I said: "I can never be against jobs." This still holds today. People need jobs to thrive.

What are your top three proposals for strengthening Boulder's economy?

1. Bring more people downtown. Space activation. Ideas like a permanent farmer's market and a new hotel or two downtown., a high line of some sort to bring people from the Limelight down 13th st and then to our downtown.
2. Figure out what we can do about second floor vacancies. We need people to eat out and to buy stuff.

3. A DDA redo where we can bring in the whole community to see the positive aspects and improve whatever in it we need to improve to get people on board.
4. Bring new industries and jobs here- like quantum - so we can be known as the new "in" place for whatever industry, in light of the loss of federal lab jobs.

Would you have voted to move the proposed Downtown Development Authority forward to a public vote of the District's voters?

I made extensive comments about the DDA at the council meeting when I voted against the DDA. Due to the short timeline and the lack of community engagement, we were not able to bring enough people along to ensure a successful DDA supported by the community. If we decide again to pursue a DDA, there needs to be timely and authentic engagement with the special taxing districts and the boards related to dedicated funds (ie., open space). Hopefully, with their support, we can bring along the broader community. In this process, we need to better define the pain points in Downtown and the Hill, provide a clearer vision of what the DDA will do, and explain why other tools and the city aren't able to create the changes we are contemplating.

Do you support full implementation of the Reimagine Policing Plan, including the plan's proposed increase in police officers?

N/A

If you were the tie-breaking vote, would you have voted against increasing the tipped minimum wage for 2027?

I am supportive of the new group Matt Benjamin and Nicole Speer are pulling together with workers, restaurant owners and other stakeholders in the minimum wage discussion. I am hopeful that we will find common ground and move forward from there. I recognize the challenges faced by restaurants and am looking for ways to create a long-term strategy to support them.

Would you have supported keeping the Boulder Municipal Airport operating into the indefinite future and accepting FAA funding?

I did vote to keep the airport open and accept FAA funding.

If elected, would you make streamlining and expediting Boulder's planning review and permitting processes a top-three priority, including significant revision of Title 9?

N/A

Do you support the proposed city infrastructure tax / bond package, which would authorize up to \$400 million in debt to fund major capital projects and facility maintenance?

I do support this proposed property tax increase given the maintenance and replacement needs including for recreation centers and a new public safety building. I don't see these needs going away and further deferring the work will increase the cost over time. That being said, if it fails, I am looking forward to exploring how else we can meet these needs and understanding the tradeoffs we can make to do this work.

Which of the following elements of Boulder's homelessness response do you support: Policy 1, strict enforcement of the ban on rough sleeping in public spaces; Policy 2, moving service delivery out of public parks and into appropriate service locations; and/or Policy 3, prioritizing access to services for unhoused individuals who have ties to the Boulder community?

These are all policies from the recommendations from the Clutch report that was unanimously adopted by the Boulder City Council. However, I want to be clear that our approach to homelessness is not limited to the policies above nor should it be. I equally support the work we are doing to address the root causes of homelessness, such as creating housing exits and caring for our neighbors experiencing hardship, not punishing them. While we have a lot of work to do, we just reported our lowest point in time count of unsheltered people since 2023. Finally, to give a more complete picture, I am pasting from the city website the following goals and implementation priorities the city has adopted.

- Expand supportive rehousing and stabilization programs.
- Improve access to behavioral health facilities with transitional and long-term care options for the most complex cases.
- Partner with the county and the state.
- Maximize and expand affordable housing development to include alternative and short-term options for traveling and transient individuals.
- Set clear boundaries to prevent rough sleeping and ensure health and safety for everyone in the city of Boulder. Implementation Priorities
- Prioritize current long-staying individuals for exit interventions
- Expand and enhance exit interventions to prevent long lengths of stays
- Enhance crisis care and stabilization pathways for complex cases
- Establish clear boundaries to ensure health and safety

The DRCOG 2024 study on housing needs states that Boulder will need an additional 10,700 housing units over the next 10 years to prevent rent and home prices from dramatically increasing. If elected, would you commit to pursuing that housing goal?

I support working on this goal although the goal didn't speak to housing type. Using 'units' as the only measure can be misleading, as it will be easier to get to that number by building studios and one-bedrooms, rather than homes with 2-3 bedrooms that work for people with children. I am interested in an additional metric around middle housing specifically.

Do you believe it is important to continue to sustain a strong economy, which could include the potential for increasing job growth in Boulder?

Of course, and we have exciting opportunities ahead of us, whether it's quantum or a growing arts economy.

What are your top three proposals for strengthening Boulder's economy?

1. Successful revitalization of the East Bookend and implementation of Sundance.
2. Reforming our permitting process/Title 9 and studying our fees that impact our businesses.
3. Support emerging businesses, whether it's a small business or a newer industry like quantum.