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1) Do you believe City Council should discuss or take positions on international affairs? Please explain your rationale. If you've previously weighed in on this as a Council member (yes, no, or by calling for a rules change), please comment on any shift in your approach.

City Council's primary responsibility is to focus on the challenges and opportunities here in Boulder, housing, climate resilience, transportation, public safety, and economic vitality. That is where we have the greatest authority and the clearest ability to deliver results for our community. That said, I recognize that global issues often resonate locally. Whether it's climate change, human rights, or conflicts abroad, many in our community feel deeply connected and want their values reflected at every level of government. In those moments, I believe Council should approach international matters with humility and discipline. We should take positions only when there is a direct nexus to Boulder. I have previously expressed caution about City Council weighing in broadly on international affairs, because doing so can consume time and energy better spent on local governance, and risks dividing our community on issues outside our jurisdiction. My approach has not shifted: I continue to believe that while Boulder should be a leader in progressive values, our Council's formal actions must remain rooted in issues where we can directly influence outcomes. We can and should be a globally minded city, but Council's work must stay focused on delivering tangible progress here at home.

2) In the 2023 community survey, only 34% of residents rated the city's street repair as good or excellent, and 47% rated snow removal positively good or excellent. These are currently budgeted at \$5M and \$1.7M, respectively. Would you increase these budgets — and if so, what would you cut to fund the increase? How would you measure success?

The 2023 community survey made it clear: our residents expect better when it comes to the basics, street repair and snow removal. Only a third of respondents rated our street repair positively, and fewer than half felt snow removal was good or excellent. That's not acceptable in a city like Boulder. I believe we should look at modestly increasing investments in both street repair and snow removal, but we must do so responsibly. That means examining our current budget to identify areas where spending can be rebalanced, particularly in lower-priority or non-essential programs, rather than simply adding new costs. For example, we should scrutinize administrative overhead, defer lower-impact capital projects, and leverage state and federal transportation funds to stretch local dollars further. Measuring success must go beyond survey scores. For streets, we should track pavement condition index (PCI) improvements and the reduction in backlog of deferred maintenance. For snow removal, we should measure response times, coverage of priority corridors, and accessibility for pedestrians and cyclists, not just cars. As occurred earlier this year, leaving many of our hilly streets unplowed and iced over a week after a snowstorm is unacceptable. I would support targeted increases in these budgets, paired with accountability. This year's budget shortfall will make it especially difficult to reprioritize funding in these areas. Boulder residents should see and feel the difference in their daily lives, smoother streets, safer winter travel, and confidence that the city is delivering on its most basic services.

3) Many current city measurements, including budgetary and action items, lack key performance indicators (KPI's) or metrics that are "outcome-based." Would you vote to improve accountability through outcome-based metrics and tie budgets to those metrics? If not - what do you see as a better approach?

Yes, I strongly support improving accountability by using outcome-based metrics and tying our budgets more directly to those outcomes. Boulder residents deserve to know not just how much money we are spending, but whether that spending is making a measurable difference in their lives. Too often, our budget documents and action plans track inputs and activities—dollars spent, meetings held, programs launched, without tying them to the real-world outcomes people care about, like safer streets, more affordable housing, or reduced carbon emissions. By defining clear key performance indicators (KPIs) and reporting against them, we can make sure our limited resources are directed where they have the greatest impact. It is worth noting that the city is making headway on this front. Some departments are adopting more outcome-based budgeting practices, but we are a long way from this being fully institutionalized. That said, outcome-based budgeting must also account for complexity. Not every important initiative will show results in a single year, and some outcomes, like housing affordability, depend on regional and state factors beyond Boulder's control. But that's no excuse for not measuring progress. Transparency about what we can control, and how we're performing, is essential for public trust. I would vote to strengthen accountability through outcome-based metrics. By aligning our budgets with the results our community expects, we can make Boulder's government more transparent, effective, and responsive.

4) The city is claiming a constrained budget, with Federal cuts and flat sales tax revenue. At the same time, huge capital projects like Alpine Balsam and The Civic Center are moving ahead. Do you think it's important for Council to actively re-evaluate capital projects that past Councils have approved? How should the public be involved?

Boulder is facing real fiscal pressures. Federal funding cuts and flat sales tax revenues mean our budget is facing a \$7.5 million shortfall, even as costs for core services and capital projects continue to rise. In that context, I do believe it is important for Council to actively re-evaluate major capital projects, even those approved by past Councils. Circumstances change, and so must our priorities. It is important to note that many of these large capital projects are not funded through our general fund. They receive funds through our capital improvements tax and other funds that are restricted in their use. Projects like Alpine Balsam and the Civic Center can bring long-term community benefit, but we need to ensure they still align with today's fiscal realities and community needs. That means asking tough questions: Are these projects financially sustainable? Are there opportunities to phase them, scale them differently, or leverage partnerships? Could those dollars be better spent addressing urgent needs like housing, transportation, or climate resilience? In fact, these are exactly the questions I raised at a previous council meeting discussing the update to the civic center project. From that conversation, council gave clear direction to staff to begin splitting the civic area project into phases that we can over time. The public must be at the center of this conversation. These are generational investments, funded by taxpayer dollars, and residents deserve transparency at every stage. That includes clear reporting on costs, tradeoffs, and timelines, as well as meaningful opportunities for input before Council makes major spending commitments. I support a culture of continuous accountability. We cannot afford to pursue capital projects on autopilot—we owe it to the community to evaluate them against current needs, resources, and values.

5) What is one thing you would do to encourage the City staff to act faster on in its own implementation of improved fire mitigation on Open Space property?

Wildfire mitigation is one of my top priorities for Council and I have been ringing the bell during my time on Council that we are not taking this threat with the urgency it demands. If I could prioritize one thing to accelerate the City's own fire mitigation efforts on Open Space, it would be to set clear, measurable timelines and hold ourselves accountable to them. We have strong plans on paper, the

Wildfire Protection Plan and the updated Wildland Urban Interface (WUI) code, but implementation can lag without defined benchmarks and public reporting. By establishing annual acreage goals for forest thinning, prescribed burns, and defensible space treatments on Open Space lands, and then publishing progress in a transparent dashboard, we can create both urgency and accountability. This approach would empower staff with clear direction, help Council monitor results, and give the community confidence that work is happening at the pace our wildfire risk demands. Just as importantly, we need to ensure staff have the resources and interagency partnerships to move quickly. That means streamlining permitting for prescribed burns, expanding capacity through contracts and collaboration with county, state, and federal partners, and reducing bureaucratic delays. The Marshall Fire was a wake-up call, climate-driven wildfires don't wait. We can't either. Setting deadlines and backing them with resources is the most effective way to accelerate fire mitigation on our Open Space.

6) The August 2025 Boulder Homelessness Strategy Update / “Clutch Report” outlines recommendations on single adult homelessness in Boulder. Do you agree with the direction of the City’s Homeless Strategy? Why or why not? Please explain your reasoning and any alternative approaches you would support.

On August 14, Council reviewed our city’s updated homelessness strategy, developed with city staff and the nationally recognized Clutch Consulting team. This plan builds on our existing strengths, like the day services center and permanent supportive housing, while charting a clear, focused path for what’s next. At the heart of the strategy is a more rapid and coordinated assessment of people’s needs as they arrive in our community. This triage approach is designed to help us reach “Functional Zero” unsheltered homelessness, meaning no one has to sleep in their car or on the sidewalk—within the next few years. What the New Strategy Does Boulder’s updated homelessness strategy sets ambitious—but achievable—goals: • End long-term homelessness (episodes longer than 365 days) • End unsheltered homelessness (people sleeping outside) To get there, Boulder is investing in expanded rapid rehousing, permanent supportive housing, diversion, and day services, while formalizing clear boundaries on camping in public spaces to protect health and safety. We’re also scaling prevention for families, through eviction defense, guaranteed income pilots, and expanded affordable housing, so that fewer households fall into crisis in the first place. Why I support the direction: 1. The strategy is data-driven and realistic about scale. We’re seeing lower point-in-time counts since the 2023 peak, with a steady annual inflow of ~1,250 people and ~250 long-stayers, so success depends on serving all annual inflow and driving down long-term homelessness. 2. It uses an optimized set of exit pathways, not a one-size-fits-all approach. The model targets ~60% of people with rapid resolution (diversion, reunification, relocation), ~20% moving from shelter to affordable housing, and the remaining ~20% through rapid rehousing and permanent supportive housing (PSH). Within that last group, the plan specifies ~15% RRH and ~5% PSH, exactly the kind of specificity that lets us contract and staff effectively. 3. It balances services with public space management. Centralizing outreach and supply distribution at the Day Services Center, helping people return to safe housing outside Boulder when appropriate, and continuing focused enforcement of the camping prohibition in critical areas builds a durable “compassion + boundaries” operating posture. 4. It’s aligned with regional partners and our housing pipeline. The city and county are coordinating, with 1,160 affordable units (including 152 PSH) planned through 2029 and voter-approved county resources to help fund services. Where I’d push further or faster: 1. Finish the shared data backbone. The 2024 HSBC evaluation called out the need for stronger data sharing. I support building a shared data system and public dashboards that track exits, lease-ups, length of stay, and returns, disaggregated for equity. That’s how we course-correct in real time. 2. Scale rapid resolution and

navigation capacity immediately. Get dedicated diversion specialists and flexible funds embedded in day and night shelter, plus more housing navigators to cut document and lease-up timelines. This is the fastest lever to keep stays short and beds turning. 3. Close the behavioral-health gap. CARE/CIRT help in crisis, but we still lack local transitional and long-term beds. I support county–state partnerships to add crisis and step-down capacity (e.g., leveraging the Louisville facility) and coordinating “discharge-to-housing” for complex cases. 4. Add short-term, low-cost living options for newcomers. Given many screened individuals have been in the county <1 month, we should legalize and pilot more microunits/boarding houses/hostel-style options that are compatible with neighborhood standards, so people aren’t pushed into rough sleeping while they stabilize or move on. I’m proud to support this strategy. Our previous approach took us as far as it could, and now it’s time for these next steps to keep pushing for progress. Boulder deserves solutions that are compassionate, data-driven, and effective.

7) How do you weigh the tradeoffs of increasing Boulder’s minimum wage, particularly the impacts on small businesses and restaurants? Have you previously taken a position on this issue? Do you support increasing the tipped wage credit—or what information would you need to make that decision?

Raising Boulder’s minimum wage is one of the most consequential decisions we can make, because it touches both sides of our community’s economic equation, workers struggling with high costs of living and small businesses working on razor-thin margins. I support raising Boulder’s minimum wage, and I’ve been consistent in that position. Our city’s affordability challenges mean too many of our neighbors cannot make ends meet, especially in service sectors like food, childcare, and retail. A fairer wage floor is essential if we want Boulder to remain a place where working families can live, not just commute in. That said, I also take seriously the impacts on small businesses and restaurants. We must avoid a scenario where the very workers we’re trying to help lose hours or jobs because their employers can’t absorb sudden cost increases. That’s why I’ve advocated for a pragmatic approach—phasing increases over time, and led the negotiations on Boulder’s current ordinance that sets our minimum wage to increase 8% per year for three years. Importantly, we should look at the impacts, both positive and negative, before approving any more wage increases. On the tipped wage credit, I believe we need robust data from local restaurants and workers before making changes. I support adjusting the credit to a percentage (rather than a fixed number) minimum wage, and doing so in a way that makes sure no one’s wage decreases from the previous year. This is an area where stakeholder engagement, owners, workers, and the broader community are critical. My approach balances equity with sustainability: raising wages to reflect the dignity of work while building safeguards to keep Boulder’s small businesses thriving.

8) Pearl Street is one of Boulder’s top tourist attractions and a main economic artery. It currently has a 30% vacancy rate and a 30% corporate chain occupancy. What are your ideas for ensuring that downtown remains vital and inclusive of local, small businesses?

Pearl Street is the beating heart of Boulder, an economic engine, cultural hub, and one of our most iconic destinations. But a 30% vacancy rate and 30% corporate chain occupancy is not the future we want for downtown. We need to act boldly to keep Pearl Street vital, welcoming, and reflective of Boulder’s creative, local character. The vacancy issue is a real quagmire for the city and our downtown businesses. There is no single solution that will dissolve that vacancy pressure. Some of these buildings may benefit from conversion to housing, while others may benefit from specific recruitment and incentives to fill them up. What is for sure is that the market is not going to solve this for us; we need to work toward an array of solutions that begins to reduce the vacancy rate. First, I

believe we must make it easier and faster for small businesses to open and thrive downtown. That means streamlining permitting, reducing red tape, and offering targeted incentives, like tenant improvement grants, rent stabilization partnerships, or pop-up-to-permanent programs, that lower the barrier of entry for local entrepreneurs. I am proud to say that in my four years on Council we've made tremendous progress in reducing red tape and streamlining our permitting processes. That said, we have more work to do, and we are on the clock as the arrival of the Sundance Film Festival draws closer. Second, we should rethink ground-floor activation. Not every space needs to be traditional retail. Art galleries, maker spaces, shared work studios, and cultural venues can bring people downtown and complement restaurants and shops. Pairing these uses with flexible zoning and creative leasing strategies will help reduce vacancies. Third, I support limiting the over-concentration of chains while encouraging local ownership. That doesn't mean no corporate tenants, but rather ensuring Pearl remains distinctively Boulder. Through our new Economic Development Strategy, we can set a deliberate strategy in the way we recruit businesses to our community. Finally, downtown must remain a place people want to spend time. That requires safe, clean, and welcoming public spaces, year-round programming, and investments in housing and mobility connections that bring more people downtown consistently, not just on weekends or for tourists. If we commit to a Pearl Street that puts small businesses and community vibrancy first, we can ensure this jewel of Boulder reflects who we are and continues to thrive for decades to come.

9) Give us an example of a situation in which you had to take a tough stand, perhaps against popular opinion, your colleagues, etc. and were you able to swing people to your side?

Leading the compromise on Boulder's minimum wage, an 8% per year increase phased in over three years, was one of the most difficult undertakings I've made on Council, but also one of the clearest examples of how I approach leadership: guided by progressive values and pragmatic solutions. On one side, we have workers in Boulder struggling with the soaring cost of living. For them, every dollar matters, and the moral case for raising wages was undeniable. On the other side, many of our small and micro-businesses, restaurants, nonprofits, and childcare providers were operating on razor-thin margins and feared being pushed past the breaking point. It was not a simple "yes or no" decision; it was a question of how to balance justice for workers with the sustainability of the local businesses that employ them. I led the compromise we crafted, 8% per year over three years. It wasn't perfect, and I didn't expect it to make everyone happy. But it created a path forward that raised wages meaningfully while giving businesses time to adapt and plan. It also opened the door for additional relief strategies, like exploring supports for childcare and restaurants, that acknowledge both sides of the equation. For me, this was a defining moment: showing that progressive values, like fair wages, can be advanced in ways that are practical, implementable, and resilient over time. Finding common ground doesn't mean watering down our principles; it means doing the hard work of listening, negotiating, and building solutions that last.

10) Is there anything else specific you would like us to know about your service or background to help us evaluate your candidacy? Please share a link to a community or civic achievement you are proud of – this could be a Council meeting moment, public testimony, advocacy effort, op-ed or letter to the editor. This helps us understand where you are on the record and what issues matter most to you.

There are a few things I'd like you to know about my service and background that I believe set me apart as a candidate for re-election. First, I bring a science-based, data-driven approach to public service. With a degree in Astronomy and Astrophysics and nearly a decade at CU's Fiske Planetarium, I've learned how to analyze complex systems, make decisions based on evidence, and

communicate those ideas in ways that people can connect with. That perspective has guided me on Council, whether in housing policy, climate strategy, or economic development. Second, I've shown I can find common ground on tough issues. Whether it was leading the compromise on minimum wage, pushing for reforms to simplify our land-use code, or shaping Boulder's updated homelessness strategy, I've demonstrated that we can hold true to our progressive values while crafting pragmatic solutions that actually get implemented. Finally, I am deeply rooted in this community. My family and I live in South Boulder, my kids attend local schools, and I've worked alongside residents, businesses, and advocacy groups for years. I know firsthand both the opportunities and challenges Boulder faces, and I remain committed to building a city where families, workers, and future generations can thrive.