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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.

The City Council's main work is local, but we can't ignore the ways national and international issues show up here in Boulder. Past councils have weighed in on anti-war resolutions, and today we continue to see that global conflict, climate change, and financial policy affect each other and our community. When residents come forward asking us to take a stand, on any issue, ignoring them doesn't make the concerns go away, it often creates more frustration and disruption. I believe each request should be weighed on a case-by-case basis, looking at both the local impact and the community's call for leadership. My goal is to move through these discussions quickly and efficiently, so Council can acknowledge community concerns while keeping our primary focus on local issues like housing, climate resilience, and public safety.

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?

Residents are right to be frustrated when our basic services like street repair and snow removal don't meet expectations. These services are fundamental to safety, accessibility, and trust in local government. I support increasing investment in these services, but only if we can demonstrate clear results and identify sustainable funding. Right now we rely heavily on sales tax, which rises and falls with the economy and isn't always fair. A Transportation Maintenance Fee would give us a steadier and more equitable way to fund the basics of safe streets and snow removal. That means we could address problems directly instead of cutting into other community priorities every budget cycle. Boulder also faces unique challenges that make maintenance more costly, including rapid freeze-thaw cycles, shaded neighborhood streets, and heavier snow events near the foothills. We've already started applying more data-driven strategies, like scaling snow removal operations by storm size and prioritizing critical routes for safety and accessibility. Success should be measured by more than satisfaction surveys. Key metrics include lane miles repaired, equity of service across neighborhoods, response times, and accessibility for those walking, biking, rolling, or using mobility devices. Infrastructure may not be flashy, but when we get it right, it builds trust, safety, and resilience across our community.

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?

I fully support tying budgets to outcomes, and I'm proud Boulder is already moving in that direction. The metrics are still being tested and refined, but they represent a major step forward in building transparency, accountability, and public trust. This shift reflects months of cross-departmental work and is guided by Fund Our Future, our strategic budgeting framework. It's helping Council and staff clarify priorities, evaluate tradeoffs, and ensure that every dollar is tied to a meaningful public outcome. The process is iterative, and we've been upfront with the community about that. But the

change is real, and it's already shaping how we govern.

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?

As mentioned above, I'm a strong supporter of outcome-based budgeting. For instance, at Alpine-Balsam the city is consolidating services there to reduce lease costs, improve operational efficiency, and create a civic anchor that supports walkability, transit, and inclusive public space. It's a strategic investment in how Boulder functions. Public involvement is essential, but it also needs to be grounded in shared goals and financial reality. Through Fund Our Future, we're developing a long-term financial strategy that helps align community priorities with the city's core commitments. That process provides an important venue for residents to weigh in on tradeoffs while keeping a clear-eyed view of budget constraints. Re-evaluation should be about making sure projects still deliver value—not about reopening every past debate. If outcomes are falling short, that should absolutely inform tradeoff discussions. But changing course midstream isn't simple, it can mean broken contracts, sunk costs, and staff time pulled away from implementation. That's why we need clear, consistent frameworks to guide those decisions.

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?

First, I want to recognize that City staff are doing a great job with the resources they have. Fire mitigation is already a clear priority, and I believe the work underway is thoughtful and effective. That said, if we want to see faster progress, it's not about asking staff to simply "do more", it's about giving them the right tools and direction to target efforts where they'll make the biggest impact. It's also important to note that the greatest unmitigated risk isn't on City open space, it's on private property. Encouraging property owners to take on costly mitigation work, from retrofitting homes to clearing defensible space, is difficult but essential. The city can support this by expanding incentives, sharing technical expertise, and making it easier for residents to act. Staff can move quickly on our lands, but real community-wide resilience requires strong participation from private property owners. I also think the Council has a role in fostering a culture of adaptive management, encouraging staff to try new strategies, learn from results, and pivot quickly. To move faster, we need to prioritize, otherwise urgency gets spread too thin to be effective. By aligning fire mitigation with broader goals including healthy soils, regenerative land management, and equity in who is protected, we can give staff the clarity to act quickly and confidently. The bottom line: staff are already on the right track. Our role is to make sure they have the mandate, support, and flexibility to accelerate the work where it matters most.

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.

I believe the City's Homeless Strategy, as outlined in the August 2025 "Clutch Report," is moving in the right direction. The update recognizes that addressing homelessness requires both compassion and accountability, and it proposes new investments in housing, day services, and behavioral health alongside a stronger focus on evaluation. These are critical steps if Boulder is going to make real progress. The heart of the strategy is the idea that safe public spaces and stable housing are not

competing priorities, they go hand in hand. Residents deserve to feel safe in our parks, paths, and public spaces. At the same time, people experiencing homelessness need real alternatives that provide stability and dignity. Expanding shelter capacity through more rapid connection to housing exits, creating a day services center, and piloting targeted approaches such as safe parking or small, managed micro-communities are ways we can reduce unsheltered camping and help improve outcomes. The strategy also emphasizes scaling what we know works: permanent supportive housing, coordinated outreach, and mobile behavioral health response. These tools are evidence-based, cost-effective, and proven to shorten the length of time people remain homeless. Prevention must also be central. Eviction diversion, short-term emergency assistance, and rapid rehousing are far less costly than trying to re-house people after they have lost their homes. Ultimately, success must be measured. Tracking exits to housing, length of time homeless, returns to homelessness, and cost per outcome will show us what's working and what is not. If Boulder stays outcome-focused, we can reduce unsheltered homelessness and improve quality of life for everyone.

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 the minimum wage is about balance: ensuring that people who work in Boulder can afford to live here while also supporting the small businesses that are essential to our community. I understand the tradeoffs. Restaurants and shops often operate on very thin margins, and higher wages can mean tough choices about pricing, staffing, or investment. But right now, too many workers in Boulder spend more than half their income on housing, leaving little for childcare, healthcare, or transportation. When wages don't keep up with costs, families are forced out, or worse, into homelessness. That instability isn't sustainable for workers, for families, or businesses. I'm proud to have led the Council effort that ended in a unanimous vote to raise Boulder's minimum wage. That decision came after months of outreach with workers, businesses, and community groups, and it showed that when we focus on shared values, we can find common ground on even the toughest issues. In the long run, I support aligning Boulder's minimum wage with Denver's, so workers across the region are treated fairly. At the same time, I know businesses need predictability. That's why I believe increases should be small, but steady and transparent, phased in on a clear timeline that gives small businesses the ability to plan for any changes. On the tipped wage, I opposed efforts at the state level to automatically cut minimum wages rates for tipped workers. Tipped wages are historically inequitable, disproportionately affecting women and people of color. I believe all workers deserve a guaranteed, fair wage regardless of their industry. Any changes to the tipped wage credit must start from that principle, and I would need clear data showing that proposed adjustments are part of an overall plan that protects, not reduces, take-home pay and equity.

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 at the heart of Boulder, and keeping it vibrant means ensuring it reflects our community values: creativity, local ownership, and economic resilience. A 30% vacancy rate signals that we can't take downtown's vitality for granted—we need intentional policies that support small, local businesses alongside a healthy mix of uses. First, we need to make it easier and less expensive for local entrepreneurs to open and stay downtown. That means streamlining permitting, lowering barriers for tenant improvements, and expanding the city's pilot programs for affordable commercial

space with a focus on historically underrepresented business owners. Pairing these supports with small business grants or technical assistance through partners like the Latino Chamber will help more diverse entrepreneurs succeed. Second, we need to activate vacant spaces with short-term leases, pop-ups, arts, and cultural programming. Vacant storefronts drag down the district, but with creative partnerships they can become low-cost opportunities for startups and artists. Third, the health of Pearl Street depends on people being able to live and work nearby. That includes repurposing underused office space for housing where possible. This will bring consistent foot traffic and reduce reliance on tourism alone. Finally, we need to strengthen the connection between downtown and University Hill, create safer walking and biking links, and invest in programming that keeps Pearl welcoming in the evenings. A thriving Pearl Street is one that feels local, accessible, and dynamic for everyone.

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?

One of the toughest stands I've taken on Council was around land use reform for housing affordability. For decades, Boulder's rules unintentionally incentivized the construction of larger, more expensive homes by capping the number of units on a site rather than focusing on the actual size of the buildings. Developers found it easier to build a single large luxury unit rather than multiple smaller, more affordable ones. At the same time, our affordable housing linkage fee was charged per unit instead of per square foot, meaning smaller, more affordable projects were penalized while oversized homes paid disproportionately less. I pushed to flip that approach: to regulate by floor area rather than unit count, and to switch the affordable housing fee to a per-square-foot cost. This was not an easy conversation. Some colleagues worried about unintended consequences, while others argued that these changes might be too technical or politically difficult to explain. But I felt strongly that if we were serious about affordability, we had to stop using our own code to reinforce exclusivity and unaffordability. Through persistent discussion, data, and coalition building, I was able to bring colleagues along. Ultimately, Council approved these reforms, creating clearer incentives for producing smaller, more attainable homes and making our affordable housing program more fair. It was a reminder that standing firm on values, while also being willing to do the technical and political work, can shift the conversation and lead to real, structural change.

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.

One of my priorities on Council has been strengthening Boulder's partnerships with our neighboring communities. Many of the challenges we face, housing affordability, climate action, transportation, and homelessness, don't stop at city limits, and we make more progress when we approach them regionally. To that end, I've worked to bring Boulder's voice into regional conversations and to make sure we're also listening and learning from others. For minimum wage I presented at council meetings in neighboring communities to hear their perspectives and form a coalition to study wage rate effects. Through the Intergovernmental Affairs Committee, I've testified on issues like land use reform, energy efficiency, and construction defects law, helping shape policies that affect cities across Colorado. As Boulder's representative to the Boulder County Homelessness Task Force, I also collaborate with partners across the county to find ways to improve our solutions to homelessness. This regional work may not always grab headlines, but it's essential. No single city

can solve housing, climate, or homelessness on its own, we have to align our efforts if we want durable solutions. I see my role as both an advocate for Boulder's needs and a bridge-builder, ensuring that we're at the table, building coalitions, and pushing forward practical, shared solutions. I believe this collaborative approach is one of the most important contributions I bring to Council, and I am committed to continuing to strengthen these partnerships so Boulder can be a leader and a good neighbor in tackling the challenges we all face.