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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.

While City Council's primary responsibility is to serve the needs of our local community, I believe there are circumstances where discussing international affairs can be appropriate. Global events often intersect with local issues such as climate change, trade policies affecting local businesses, human rights concerns, or immigration and City Council can play a role in expressing our community's values and advocating for responsible, ethical policy. However, these discussions should be approached carefully, with a focus on how international issues impact Boulder residents directly. Council should avoid taking positions that overstep its local authority or distract from essential municipal responsibilities. In short, City Council can engage on international matters when they have tangible local relevance, while prioritizing its core mission of serving Boulderites.

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?

Given the community's clear dissatisfaction with street repair and snow removal, I would prioritize exploring targeted budget increases for these services. Streets and winter maintenance directly affect safety, mobility, and quality of life for residents, so investing in improvements is justified. To fund any increase, I would first evaluate current expenditures for efficiency and redundancies, as well as any non-essential amenities, to reallocate resources without compromising core services. I also believe we can look into creative, collaborative measures. Other cities across the U.S. have found creative, collaborative ways to stretch limited budgets while improving core services like street repair and snow removal. For example, Minneapolis and Madison have experimented with shared equipment pools and interdepartmental coordination, reducing redundancy and cutting costs. Denver has piloted public-private partnerships, contracting with local companies to supplement city snowplows during large storms. Some communities have also used data-driven routing technology to optimize plowing and pothole response times, saving fuel and labor hours. In Boulder, I believe we can explore similar strategies, leveraging partnerships with the county, the private sector, and even neighborhood-level initiatives to deliver services more efficiently. By combining innovation with collaboration, we can enhance the effectiveness of street fixes and snow removal while staying within a constrained budget. Success should be measured through a combination of resident satisfaction surveys, timely completion of street repairs, reduction in potholes or road hazards, and responsiveness of snow removal during winter storms. Regular reporting and transparency would ensure accountability and allow the community to see tangible improvements.

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?

Absolutely. With a Master's in Public Administration and Leadership, I understand the critical importance of linking budgets and actions to measurable outcomes. Outcome-based metrics provide

transparency, help prioritize resources effectively, and allow residents to see the tangible results of city spending. I would support developing and implementing KPIs that focus on impact rather than just outputs... For example, not only tracking the number of street repairs completed, but also measuring improvements in safety, resident satisfaction, and long-term infrastructure quality. Tying budgets to these outcome-based metrics ensures accountability, drives efficiency, and fosters data-informed decision-making. While traditional reporting has value, relying solely on input- or process-based measures often masks whether programs are truly achieving their intended goals. Outcome-oriented approaches, coupled with transparent public reporting, offer the most effective path to accountable and responsive governance.

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?

Yes, it is important for City Council to actively re-evaluate major capital projects, especially in the context of constrained budgets and changing fiscal realities. Even projects approved in the past should be assessed for continued relevance, cost-effectiveness, alignment with current community priorities, or when we may need to be flexible with the timing it takes to get these projects done. Regular review helps ensure that taxpayer funds are being invested wisely and that projects deliver real value to residents. Public involvement is critical in this process. Council should provide transparent updates on costs, timelines, and expected benefits, and create structured opportunities for community input through surveys, town halls, and advisory committees so residents can meaningfully influence decisions that impact both budgets and the long-term character of Boulder.

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?

To encourage faster implementation of improved fire mitigation on Open Space property, I would advocate for clear, outcome-based timelines coupled with regular progress reporting. Establishing specific milestones, for example, acres treated, hazard reduction achieved, or completion of critical access improvements, creates accountability and helps staff prioritize effectively. I would also support enhancing cross-department coordination and providing the necessary resources or technical support to remove bottlenecks. Recognizing and celebrating incremental progress can motivate staff, while transparent communication with the public ensures the community understands both the challenges and the accomplishments.

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 support this strategy. The strategy's emphasis on prioritizing individuals with long histories of homelessness in Boulder, while offering short-term assistance to newcomers, is both compassionate and fiscally responsible. With federal housing vouchers dwindling and a projected annual funding shortfall of \$11 million, it's essential to allocate resources where they can have the most significant impact. Additionally, the focus on "diversion" programs such as providing bus tickets, emergency car repairs, or temporary housing offers a cost-effective alternative to traditional housing solutions. These measures can prevent individuals from becoming entrenched in homelessness, thereby reducing long-term costs. While the current strategy is a step in the right direction, I believe there are areas

where we can further enhance our approach such as expanding supportive housing options, and strengthening partnerships with regional entities to collaborate and share resources so we can lessen our city's burden of responsibility in a time when we are already constrained in our budget. Simultaneously, we need to be thinking about preventing homelessness by addressing housing gaps, fixing barriers that leave "affordable" units empty, prioritizing organizations such as EFFA in our budget decisions, increasing reasonable protections for renters, and incentivizing rent stability through strategies such as developing a rental registry so the city can track rent increases and work with the city to provide a fair renting guideline" based on local economic data with a program to incentivize "fair rent" pledges from landlords with benefits like tax credits, grants, and permit streamlining.

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?

As a Political Economist, I approach minimum wage policy with a balance of economic analysis and community impact in mind. Any decision should be informed by local data on labor costs, business margins, and the broader economic context. I have not taken a fixed position on a specific wage increase; however I support evaluating proposals through careful economic modeling, community input, and consultation with affected businesses and workers. Certainly, we need to be consistent and fair with what we are asking of our small businesses so that we do not cause even greater harm to workers by potentially causing more job instability if these small businesses and restaurants were to close. Regarding the tipped wage credit, I would need detailed data on how changes would impact both workers' total compensation and restaurant viability before taking a position. My goal is to support policies that protect workers while sustaining a vibrant local economy. I will note, however, that I am biased about this specific policy because majority of my current income comes from a tipped wage, and my own employer who is a local business/restaurant owner here in Boulder agrees that our current system should remain the same because without our current system, if my coworkers and I made less at our jobs, we would likely need to find other jobs and my employer would have a more difficult time finding dedicated workers.

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?

Maintaining a vibrant, inclusive downtown requires a combination of policy, incentives, and community engagement. To support local small businesses on Pearl Street, I would advocate for strategies such as: tax breaks, grants, reduced fees for startups, and doing what I can to offset high costs where possible specifically for our local, small businesses. I also would advocate for more events, pop-ups, and partnerships with arts and cultural organizations. I believe we should also monitor vacancies and identify pressures and find feasible solutions and support programs. We need to be ensuring that we are listening to residents and business owners for their input in any of our development plans.

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?

I was advocating for ENDA (Employment Non-Discrimination Act) in Ohio to help prevent the LGBTQ community from being fired from their jobs or thrown off public transit for being LGBTQ while there

was a republican majority and republican governor by phonebanking with Equality Ohio calling older republicans in my area to try and get them to leave a voicemail for their representative saying "I am a republican and I support ENDA". While there was always initial push-back, I allowed them to communicate their reasonings, and I responded by communicating my points with tact (making a point without making an enemy) and tried ultimately to build more mutual understanding and was surprised the number of republicans who ended up leaving a voicemail. While ENDA never passed the statehouse, the Governor at the time (John Kasich) passed an executive order in 2018 to not discriminate based on sexual orientation, gender identity, and gender expression for public employees. In 2020, the Supreme Court then passed national protections. While the governor did not fully protect employees in the private sector, I was still happy to see more protections in place than before.

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.

I've been a "background" player in many ways, but that doesn't diminish my impact. I'll provide a couple of examples: I worked on State Rep. Junie Joseph's campaign as a volunteer/campaign coordinator. On her campaign, I trained and managed 50+ volunteers and we knocked on thousands of doors in the middle of Colorado winter to gather 1000 signatures from registered democrats in Boulder to have State Rep. Junie Joseph back on the ballot for re-election. I gathered 126 signatures myself, the most signatures gathered of anyone. You can fact check this with Rep. Joseph herself or the campaign manager, David Ensign. My efforts directly led to us having a first-generation African-American progressive back as an option on our ballot. I also drafted legislation to ban conversion therapy on minors for the Ohio Statehouse at just 17 years old, which didn't pass, but I helped reintroduce the bill I drafted while I worked at Columbus City Hall in 2017 with Councilmember Stinziano and it passed unanimously:

(<https://woub.org/2017/03/28/columbus-passes-ban-on-conversion-therapy/>) While I was not specifically named and credited for my work in this article, you can see on my LinkedIn (<https://www.linkedin.com/in/rachelisaacson/details/experience/>) that I was working at the same time as this bill being passed.