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Response submitted: 2025-08-29 16:06:32

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.

No. City Council's role is to focus on Boulder's pressing local challenges like housing affordability, wildfire resilience, economic vitality, public safety, and transportation. While international issues are deeply important, Council does not have the expertise or resources to meaningfully influence them. When Council spends time on symbolic resolutions about global conflicts, it often distracts from the core work our community is asking us to do: making Boulder a safer, more affordable, and more sustainable place to live. Residents want their local government to deliver on snow removal, housing solutions, wildfire preparedness, and strong city services. That said, Boulder can and should lead by example through things like climate action and human rights and immigrant resident protections because those are local actions with global impact. But ultimately, our focus must remain on what we can directly improve 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?

Yes. Boulder residents deserve better on basic city services like road repair and snow removal. I would start by auditing the nearly \$30 million we spend annually on consultants. We need to ensure that this money is producing measurable value for the community, and if it's not, redirect a portion of those dollars into essential services. I think success should be measured with clear, outcome-based metrics. For street repair, that could mean less Inquire Boulder complaints and a reduction on the backlog of deferred maintenance. This is about accountability and showing taxpayers that every dollar spent is tied to real results people can see in their daily lives.

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?

For example, for permitting we should track time to permit as an average number of days to approve housing permits, with a target reduction year over year. For wildfire we should track mitigation progress as the number of acres treated in the WUI annually, and % of at-risk neighborhoods with completed defensible space. Clear KPIs create accountability, build public trust, and help Council make better choices when trade-offs are required. Budgets should be living tools that show progress toward outcomes residents care about, not just line items on a spreadsheet.

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. Council should absolutely re-evaluate big capital projects when budgets are tight. Priorities shift, costs go up, and what made sense five years ago may not be the right choice today. We can't just

keep moving forward on auto-pilot while residents are asking for better basics like roads, snow removal, and wildfire preparedness. The public needs to be part of those decisions. That means real updates in plain language, open conversations about trade-offs, and making sure people understand what we gain and what we give up. At the end of the day, Council has to make sure every dollar lines up with today's needs, not yesterday's plans. That's also why I've proposed a Budget Accountability Committee, similar to the POP for the budget, so residents can have a direct seat at the table in reviewing how dollars are spent.

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?

The fire threat is real and it's already here. Boulder can't afford to treat wildfire as a someday problem, we need to act faster. On the City side, I would push for clear deadlines and public reporting so residents know what's being done on Open Space. But we also need stronger policy at the neighborhood level. That means retroactively requiring homeowners in the highest risk areas to do basic mitigation, paired with real support resources, incentives, rebates, and community programs that help neighbors help each other. If we make mitigation both expected and achievable, we'll be a safer, more resilient city. In order to further form this plan, I will need additional conversations with staff to determine the best path forward.

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.

Yes. I agree with the direction of the City's Homeless Strategy, especially its focus on prioritization, diversion, and reunification. These are practical steps that help people get connected to housing and services more effectively, while also easing pressure on our shelter system. That said, I don't believe the costs will be as high as quoted as we are already providing a number of these services. We can be smarter about how dollars are spent and avoid duplicating efforts. For any additional funding, I believe the City should work closely with our community partners, especially Boulder County, to share responsibility and leverage regional resources. Homelessness is not just a city issue; it's a regional challenge, and we'll only make progress if we align our strategies and share the load.

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?

I have not previously taken a stance on this issue. Boulder's cost of living is high, and workers need reliable wages. At the same time, small businesses, especially restaurants, are coping with thin margins, inflation, and regional competition. I support the direction of Boulder's minimum wage policy, but I believe we must carefully monitor impacts on small businesses and restaurants. Wage increases must go hand-in-hand with business support programs and policies that keep our local economy strong. I have concerns that our minimum wage policy outpaces what many small businesses can sustain. I would rather see regional alignment across the county or metro area, so we don't disadvantage Boulder's employers. The tipped wage credit is more complex. I would need clear data on how a change would affect both restaurant workers' take-home pay and the viability of our local dining economy. I would also want to hear directly from workers and owners. If the evidence shows that increasing the tipped credit maintains equity and stability for workers and helps small

business and restaurants, I would support it.

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 heart of Boulder, but with 30 percent vacancy and 30 percent chain occupancy, it risks losing the character that makes it special. To keep downtown strong and inclusive, we need to make it easier for local small businesses to succeed. That means real tools to help with affordability. The city can create programs that provide below-market rent in some spaces, especially for local makers and startups. We can also partner with landlords to offer short-term leases and pop-up opportunities, so new businesses can test ideas without being locked into long, expensive commitments. I would look at incentives that help local businesses get into spaces and stay there, including affordable commercial programs and partnerships that lower startup and occupancy costs. The city also needs to make the permitting and licensing process simpler. We should be making it easier for entrepreneurs. Pearl Street also needs to feel alive year-round. More programming and events that draw in residents, not just visitors, will keep it vibrant. When vacancies do open, we should be filling them with local makers, artists, and community spaces rather than defaulting to chains. Downtown should reflect Boulder's identity as innovative, diverse, and locally rooted.

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?

Generally, I believe I handle conflict well. I am a fact-based linear thinker and tend not to get emotional. I understand that people have different opinions, which may lead to conflict. As an example, when I served as HOA Board President, we had several residents that were not in favor of our roof replacement project. It was a special assessment that was to be charged to each household. During our board meeting where this was announced, we listened carefully to the concerns of the residents. We then held a special board meeting where we brought in experts to inform the residents of the need for roof replacement. We also worked with multiple contractors to assure the best price. Lastly, we worked with our management company to secure possible loan terms with a bank for those who might not be able to pay the total assessment at once. In the end, all roofs were replaced with no resident pushback.

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.

<https://www.dailycamera.com/2023/05/04/award-winning-superior-girl-scout-troops-to-celebrate-with-community-educational-event/> <https://www.dailycamera.com/2025/04/23/guest-opinion-jenny-robins-why-boulder-must-preserve-the-iris-ball-fields/> I am proud of these two moments because they show what community really looks like. The Girl Scouts being celebrated shows the kind of leadership and commitment we want to nurture in our kids, and I love seeing them get the recognition they deserve. Writing about the Iris ball fields was important to me because those spaces are where families gather and kids grow up playing together. Both of these stories remind me why I care so much about protecting and investing in the people and places that make Boulder strong.