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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.

During my time on Council, I've consistently advocated for staying focused on our local responsibilities and ensuring that any engagement beyond our jurisdiction is intentional, transparent, and clearly tied to Boulder's interests. I've supported efforts to clarify our rules and expectations around this, so that our community knows what to expect and we avoid ad hoc or symbolic actions that distract from our core work. If the Council is going to weigh in on international affairs, we need clear, publicly accessible guidelines for when and how we engage, and we must ensure any action is rooted in local relevance and community impact. Alternatively, we should state plainly that Council will not take positions on international politics. Either way, clarity is essential.

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 hard truth about Boulder's budget is that there is no extra money. Boulder is working hard to avoid a deficit in 2025 and 2026, and our staff has spent nine months building a balanced budget that reflects tradeoffs across every department. Upending that work with last-minute changes or symbolic gestures is not responsible governance. We do need to regularly assess the outcomes we're delivering, which we started to do in 2025 with outcome-based budgeting. The 2024-2025 snow season was the first implementation of the updated Snow and Ice Response Storm-Size Framework, which was developed in 2024 with input from over 800 community members, boards and commissions, and City Council. I support increasing investment in street repair and snow removal if we can demonstrate that additional funding will lead to measurable improvements in service, equity, and safety. I support the city's exploration of a Transportation Maintenance Fee, a dedicated funding mechanism that would allow us to sustainably invest in core infrastructure. This fee has been studied for years and is legally supported in Colorado. It would help us move away from relying solely on volatile sales tax revenue and toward a more predictable, equitable model for maintaining streets, sidewalks, and multimodal routes. Success should be measured through improved resident satisfaction in future surveys, including and especially residents with disabilities, older adults, and individuals using mobility assistive devices; reduced service complaints and response times; clear metrics on lane miles repaired, snow routes cleared, and equity of service delivery.

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?

The ability to measure the impact of our city's investments is absolutely critical to ensure we are truly serving our community, especially during these challenging economic times. Yes, I fully support tying budgets to outcomes, and I'm proud that Boulder is already moving in that direction. For the 2025 budget cycle, the city launched outcome-based budgeting, with key performance indicators developed across departments to better align spending with results. These metrics are being tested

and refined, and while they're not perfect yet, they represent a major step forward in building transparency, accountability, and public trust. This work reflects months of cross-departmental collaboration and is guided by our Sustainability, Equity, and Resilience (SER) budgeting framework. It will be further informed by the Fund Our Future conversation later this year and the Long-Term Financial Strategy that is scheduled to be completed in 2026. Outcome-based budgeting is 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 shift is 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?

This question goes right to the heart of how we manage our city's resources responsibly. Our city is facing significant fiscal challenges due to unprecedented federal spending cuts and stagnant sales tax revenue. That's exactly why we need to stay focused on outcomes. Every Council's role is to ensure that ongoing capital projects inherited from past Council decisions continue to deliver on their intended public benefit. If outcomes are falling short, that should absolutely inform tradeoff discussions. However, changing course midstream isn't simple. It can mean broken contracts, sunk costs, and significant staff time diverted from implementation to reevaluation. That's why we need clear frameworks to guide those decisions. I've championed outcome-based budgeting and helped advance Boulder's Sustainability, Equity, and Resilience (SER) Framework to ensure we're evaluating every investment, capital or otherwise, against long-term community value. Alpine-Balsam is a great example of a project that advances our SER goals. By consolidating city services, we reduce lease costs, improve operational efficiency, and create a civic anchor that supports walkability, transit, and inclusive public space. These are strategic moves advanced by multiple Councils, and I strongly believe are worth the investment. Of course, if the city were to consider changing course on capital projects, public involvement is essential, and it needs to be grounded in shared goals and financial reality. Through Fund Our Future, we're building a long-term financial strategy that helps us understand community priorities and align them with the city's core commitments. Infrastructure isn't optional; it's the foundation of city services, safety, and resilience. When we engage the public, we need to be transparent about what's possible, what's non-negotiable, and how we can work together to fund what matters most. We also need to actively employ our public tools and engagement frameworks, such as the Community Connectors program and the Racial Equity Plan, to bring renters, workers, people with disabilities, and other typically marginalized voices into local policymaking. This ensures that decisions reflect the wide range of experiences, needs, and desires in our city. In short: we don't need to rehash every past decision. By staying focused on outcomes, and using our strategic frameworks to guide when and how we adapt, we can ensure that our physical infrastructure continues to serve Boulder's values and priorities.

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?

From this question, I am hearing that Open Boulder believes that fire mitigation on Open Space property is currently inadequate and not being implemented quickly enough. Right now, the city's wildfire mitigation strategy is focused on preventing ignition by embers within city limits and increasing our disaster preparedness and resilience, recognizing that wildfires are natural disasters like floods or tornadoes. City staff is deeply committed and working on dozens of priorities under

significant resource constraints. In order for staff to move faster on one thing, they may need to stop, pause, or delay other work. When Council requests a reprioritization, we need to know what the trade-offs will be. We would want to know what the consequences could be, and who would be impacted, in order to consider existing frameworks and plans to generate a clear set of options and align our values with our capacity. As a Council Member, I would welcome a conversation with you to better understand your concerns, relevant data, and thoughts, which could impact Council discussions about staff workplans, funding priorities, and implementation timelines.

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 support the overall direction of the updated strategy, especially its emphasis on prevention, family homelessness, and coordinated systems response. I’ve long said that homelessness isn’t an unsolvable tragedy; it’s a systems challenge that involves every level of government. The Clutch Report reflects that understanding. What I appreciate most is that this strategy invests in upstream solutions like housing stabilization, diversion services, and family support. These are the interventions that reduce long-term costs and improve outcomes across the board. They keep people housed, prevent trauma, and reduce the strain on emergency systems. If we want to make lasting progress, these are the levers we need to pull early and consistently. It’s also important to clarify that the \$11–13 million annual cost estimate only covers single adult homelessness. We still don’t have a clear picture of what it will take to end family homelessness, because current funding is so distributed across agencies and programs that we don’t know how much we’re actually spending. I’ve been advocating for years to get a handle on our single adult homelessness budget, and now we’re finally there. We need that same clarity for families.

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’ve taken a clear position on this issue. Boulder went through a three-year community engagement process, one of the most inclusive wage conversations in the state. We reached a compromise, phased in the increase, and committed to revisiting it in three years. I stand by that agreement and would not support revisiting it before that three-year mark. It’s not responsible governance to upend a decision that was transparent, collaborative, and hard-won. I’m committed to revisiting the tipped wage credit at the scheduled time, with robust data and inclusive stakeholder input. In the meantime, we should work together to address other barriers making business unaffordable. Workers’ wages are just one part of the equation. Let’s talk about the high cost of commercial leases, predatory delivery app fees, and the lack of affordable space for local entrepreneurs. These are the structural pressures that squeeze margins and limit opportunity. We also need to focus on economic recovery for working professionals. Folks who’ve lost jobs due to federal cuts, or due to the economic impacts of tariffs or other actions of the current administration, aren’t spending money at restaurants or shops. Helping people get back to work is part of supporting small businesses too.

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?

We can't easily change the larger forces driving empty storefronts downtown, and we can't return to the past. But we can adapt. We can support local businesses and property owners in navigating these shifts, just as we must support workers in doing the same. My current job search offers a helpful analogy. I recently lost my research position due to federal funding cuts, part of a broader shift away from publicly funded science that advances humanity. I was trained for an industry that's now under attack. Unless I want to work for ICE setting up a massive national database (which I don't), my skills in research administration, data systems, and management are increasingly hard to place. So I'm pivoting by exploring careers outside of science, including retraining opportunities, to support my family. It's hard, it's unpleasant, and it's pragmatic. The industries that once anchored Pearl Street are changing. We need to help small businesses and property owners pivot toward emerging opportunities like arts and culture, tourism, and creative entrepreneurship. That means making it easier to reconfigure spaces, streamline permitting, and reduce barriers to entry for local innovators. I support Boulder's Economic Vitality Strategy, the exploration of tools like Downtown Development Authorities (DDAs), and the Civic Area Phase 2 plan, which are helping us reimagine downtown as a place that's inclusive, flexible, and future-ready. We're also expanding transit access and improving connections between the Hill and downtown, which will help bring more people into the core.

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?

The first example I'd like to give was Boulder's move to even-year elections, which was one of my council priorities for the 2022-2023 council. I lobbied hard for it because I believe local democracy works best when more people can participate. The idea faced skepticism, and I had to compromise on timing to build broader support for putting this measure before voters. In the end, the measure passed by a 2:1 margin. It was a quiet revolution, strengthening our local democracy by aligning Council elections with the years that draw the most voter participation. My second example is the creation of a day shelter for unhoused residents. In my first year of council priority setting, Matt Benjamin brought this idea forward. I immediately saw it as a missing piece in our services—but there was a lot of resistance. Would people use a day shelter? Was it wise to consolidate services in one area? I spent weeks talking with colleagues, community members, nonprofits, and staff. I lobbied hard, listened deeply, and helped shift the narrative. In the end, it became a unanimous council priority and today, it's a foundational pillar of our updated Homelessness Strategy. Both moments required courage, persistence, and a willingness to meet people where they were, while never losing sight of where we needed to go.

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'm proud of my work on the DRCOG Board to elevate housing as a regional priority. I helped push for the development of the Regional Housing Needs Assessment (<https://drcog.org/growth-development/regional-housing-needs-assessment>) and Regional Housing Strategy (<https://drcog.org/growth-development/regional-housing-needs-assessment/regional-housing-strategy>). The Needs Assessment is now complete and actively informing Boulder's Comprehensive Plan update, transportation policy, and broader regional coordination. It's a powerful tool for aligning housing needs with infrastructure, land use, and equity goals across the Front Range. The Strategy is in its early stages, but it will guide both local decision-making and coordinated,

cross-jurisdictional action. That same systems thinking shows up in my local work on financial strategy. I helped make Boulder's Long-Term Financial Strategy a council priority and have consistently pushed for outcome-based budgeting (<https://bouldercolorado.gov/projects/long-term-financial-strategy>). This work is helping us move beyond short-term fixes and toward a more resilient, equitable fiscal foundation. It's not flashy, but it's essential, and it reflects my commitment to pragmatic, values-driven governance. At our April 3, 2024, council retreat, colleagues raised new priorities, some with significant fiscal implications. I asked the necessary question: how do we responsibly prioritize new initiatives that cost money, and where do they fit in? I reminded us that money doesn't grow on trees, and in a fiscally constrained environment, every new investment requires a tradeoff. You can see that moment here: <https://www.youtube.com/watch?v=6jUgRmaXxzA&t=14640s>. That's the kind of intentional, outcome-driven budgeting I've been pushing for. And it's why I'm willing to take on another term. In a large, complex organization like the city that is intertwined with residents, businesses, nonprofits, and government entities at every level, staying focused on our core strategies and long-term goals is essential for both current progress and future wellbeing. With a \$500M+ budget and decisions that ripple across systems, we need leadership that sees the full picture. After four years on council, I see those interconnections more clearly than ever. I bring analytical training, financial stewardship, and a deep commitment to our shared values. And I know how to apply consistent, principled pressure to create structural change that leads to long-term stability and resilience without sacrificing our values.